



BUDGET & BUSINESS PLANS

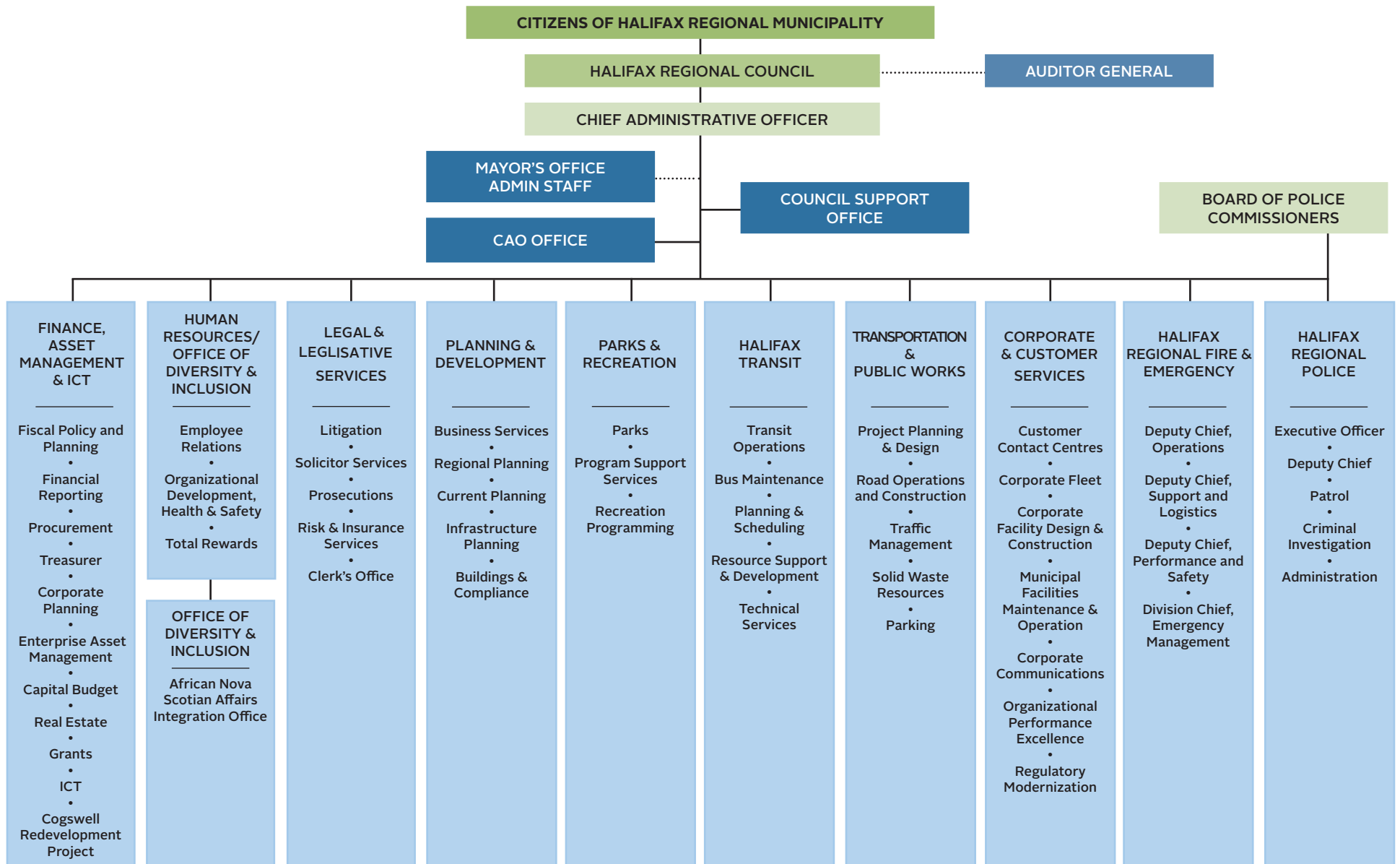
2020 - 2021

Pre-COVID-19

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HALIFAX REGIONAL MUNICIPALITY



Halifax Regional Municipality Key Map

Population: 431,700 (more than on-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

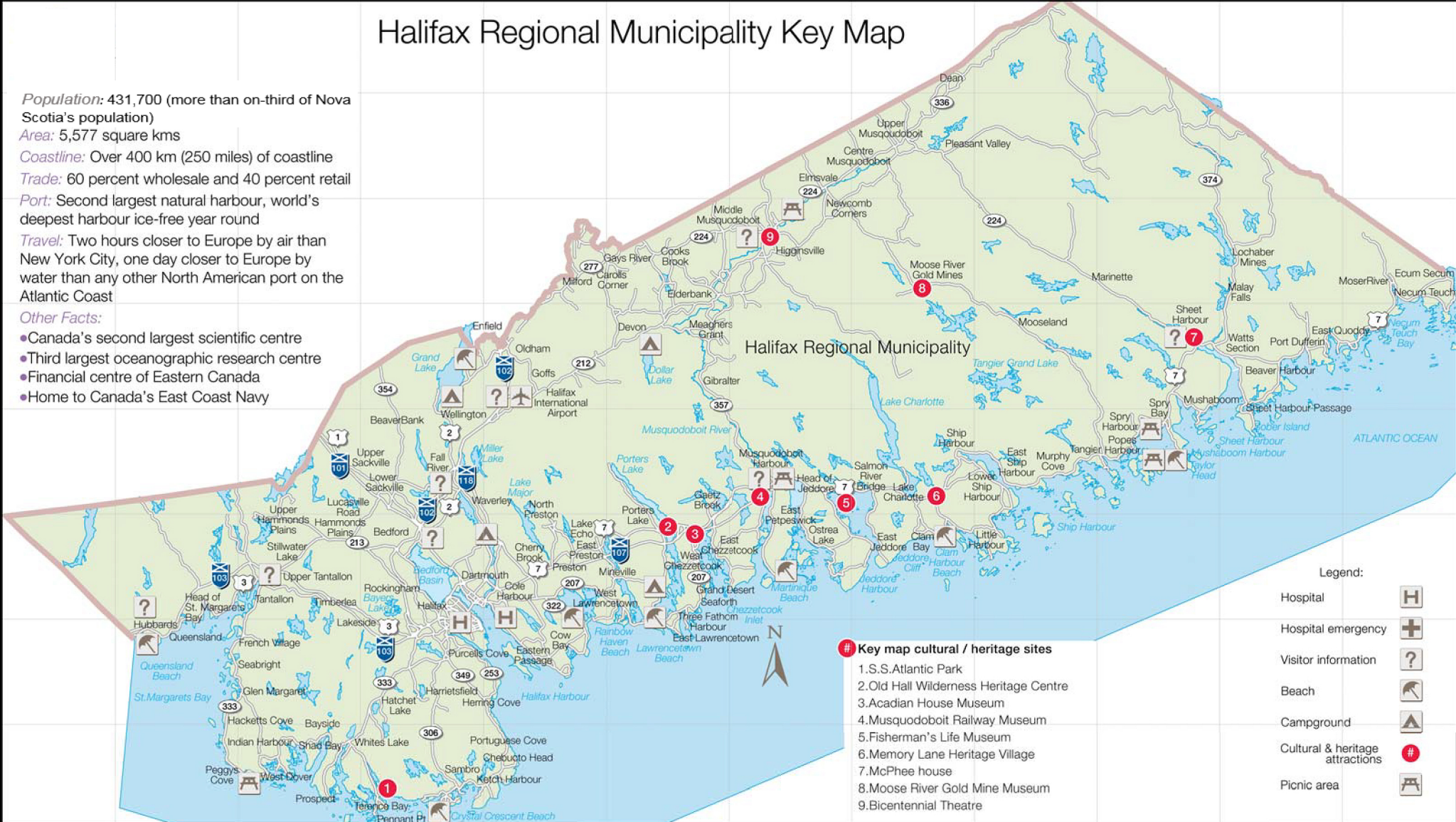
Trade: 60 percent wholesale and 40 percent retail

Port: Second largest natural harbour, world's deepest harbour ice-free year round

Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



Legend:

- Hospital 
- Hospital emergency 
- Visitor information 
- Beach 
- Campground 
- Cultural & heritage attractions 
- Picnic area 

Key map cultural / heritage sites

1. S.S. Atlantic Park
2. Old Hall Wilderness Heritage Centre
3. Acadian House Museum
4. Musquodoboit Railway Museum
5. Fisherman's Life Museum
6. Memory Lane Heritage Village
7. McPhee house
8. Moose River Gold Mine Museum
9. Bicentennial Theatre

EXECUTIVE SUMMARY

In 2020/21 the Halifax Regional Municipality will realize strong economic and population growth. In preparing its 2020/21 budget, Regional Council has considered that economic growth in concert with the service and tax pressures faced by a growing city. Due to the demands of a growing population, for the first time, the Budget will top \$1 Billion. The operating and capital budgets include improved municipal services with no tax rate increase for residential taxpayers and a modest increase for commercial taxpayers.

Driven by strong immigration levels, the population is expected to grow by 1.1% to over 445,000¹ individuals. Likewise, GDP, income and consumption are on track to perform well. Inflation is forecast at 2.2%, putting additional pressure on municipal costs. In the past ten years the population has grown by 42,000 (a 10.6% increase), there are 22,000 new dwelling units (a 12.5% increase), and inflation has increased nearly 19%.

In 2020/21 the Operating Budget has been approved at \$1 Billion. Included in this is \$168M of Provincial costs and \$832M of Municipal costs. Ongoing pressures include compensation, increases to capital spending and inflationary pressures on goods, services and contracts. Savings were achieved in fuel costs, debt and process efficiencies. While commercial assessment growth is soft, residential assessment related to apartments is growing strongly. Deed Transfer Tax revenues are outpacing property tax growth and have increased significantly.

As per the direction of Regional Council, the residential tax rate will remain unchanged while the commercial tax rate will increase slightly:

- The average residential single-family home has increased in value by 1.4 per cent to \$245,800. The tax rate is to remain at 81.5 cents per \$100 of assessment, leading to an average tax bill of \$2,003. This means the average tax bill for a residential home will increase \$27 or 1.4% over 2019/20.
- The average commercial property has increased in value by 1.0 per cent to \$1,439,500. The tax rate is to increase to \$3 per \$100 of assessment, leading to an average tax bill of \$43,185. The average commercial property will see its bill rise \$585 or 1.4 per cent over 2019/20. In 2020/2021, Commercial taxpayers will fund 37.6% of property tax revenues.

The Gross Capital Budget for 2020/21 is \$180 Million, an increase of \$16 Million from 2019/20. Included in the Capital Budget are funds for both Asset Renewal (\$133.3M) and Growth (\$46.6M). Significant investments are being made in the Integrated Mobility Plan, Transit's Moving Forward Together Plan and other Transit assets, Roads and Streets, and Information Technology.

Total debt levels for 2020/21 is to remain the same as in 2019/20. Debt had peaked in 1998-99 at nearly \$350M and now stands at \$235.7M, a reduction of close to \$100M. This change represents an average decline in HRM debt of 1.6 per cent per year since 1999. In 2020/2021 principal and interest payments supported through property tax total 3.5 per cent of Municipal Expenditures, well below the 15 per cent ceiling established for municipalities by the Province as an indicator of solid financial health.

Reserve balances remain strong. In 2020/21 Reserve balances are projected to total \$172M and, due to withdrawals for capital investments, are projected to decline by 2023/24 to \$130M. Because of Regional Council's commitment to fiscal discipline, HRM is well positioned for long-term prosperity and sustainability.

KEY HIGHLIGHTS

The Operating Budget is \$1B and the Capital Budget is \$180M. Debt is flat at \$235.7M. Reserve Balances are estimated to be \$172M.

The Residential Tax Rate remains unchanged while the Commercial Tax Rate increases only slightly.

The economy is relatively strong and there are steady improvements in municipal service levels.

Halifax is in a sound fiscal position with modest debt, strong reserve balances and competitive taxes.

¹ Source: Canmac Economics

INTRODUCTION TO HALIFAX

PUBLIC SERVICES THAT SUPPORT A DYNAMIC AND INCLUSIVE REGION

The Halifax Regional Municipality (HRM) is the vibrant, thriving economic hub of Canada's East Coast. For more than a decade, the municipality has exercised fiscal discipline and organizational capacity to deliver on increasing public services needs, establishing a solid foundation for future prosperity. The approach continues to deliver value for citizens and business. In the latest Budget Survey (2019), 65 per cent of respondents are at least satisfied with the delivery of all the services provided by the Municipality. Meanwhile, 85 per cent of respondents to the most recent published Business Confidence Survey noted that they are optimistic about their current and future economic prospects (Halifax Index, 2018).



Halifax Waterfront

OVERVIEW OF HALIFAX REGIONAL MUNICIPALITY

Halifax Regional Municipality (Halifax) is Nova Scotia's largest and most diverse municipality, with approximately 46 per cent of the provincial population residing within it and approximately 52 per cent of provincial GDP¹. The region has significant suburban and rural areas, with a considerable urban mix, and a population of 440,348 according to Statistics Canada. Halifax Census Metropolitan Area (CMA) has experienced population growth well above its historical trend in the last 5 years.

The land area of the municipality is similar to that of Prince Edward Island (PEI) and is dotted with coastline, islands and lakes. As the largest city east of Montreal, Halifax serves as the regional center for nearly three million people². This context allows the municipality to prosper among stronger competitors and boast many attributes typical of much larger cities. Halifax has six degree-granting institutions and three community college campuses, leading health centers, Canada's seventh busiest airport, one of its most prominent container ports and a wide variety of cultural, educational, scientific, financial services,



Halifax City Hall

¹ Source: as calculated using Statistics Canada, Census, 2016.

² Source: as calculated using Statistics Canada, Census, 2016.

and defence establishments. A top mid-sized North American city, Halifax is considered one of Canada's "hub" cities.

The Mi'kmaq First Nations were the original people to inhabit the Halifax region. The French became the first European settlers briefly in the 1720s before the British, attracted by Halifax's large, ice-free harbour, landed in 1749. Nine years later in 1758, an election for the Nova Scotia Legislature took place in the town of Halifax, a forerunner to the later emergence of democratically elected governments in North America. Although originally founded by the English, early settlers included Swiss, Irish, Jews, Germans, New Englanders and United Empire Loyalists. Blacks arrived both as Loyalists and later, as Refugees, during the War of 1812, settling in Preston, Hammonds Plains and the greater Halifax area ³. Today, the African Nova Scotian community continues to contribute to the rich history of HRM.

Run largely by the Royal Navy, Halifax was on a war footing for most of its first 100 years. It was a vibrant, busy port, as well as the birthplace for several of Canada's biggest banks. Historical nuances have greatly influenced regional development, with over one million immigrants arriving in Canada through Pier 21 during the twentieth century post-war period in Europe. Immigration has continued to this day and Halifax has strong, vibrant Lebanese, Greek, Arab and French communities.

The City of Halifax was first incorporated in 1842. It was later joined by the County of Halifax (1879), City of Dartmouth (1961) and the Town of Bedford (1980). In 1996 these individual entities were amalgamated into the Halifax Regional Municipality (HRM).

HRM's diverse economy spans many industries, including financial services; aerospace and defence; information and communication technology; ocean technology; energy; life sciences; and transportation and logistics. With one of the largest concentrations of post-secondary institutions (six universities) and one of the best educated workforces in North America (close to 70 per cent of the working age population has post-secondary certification), HRM offers a sustainable, talented workforce for its knowledge-based economy. Despite its modest size, the municipality is set to experience real GDP growth of 1.8 per cent in 2020, modestly above projected National GDP growth of 1.7 per cent.

MUNICIPAL GOVERNMENT

HRM is governed by a Regional Council/ Chief Administrative Officer (CAO) form of government, including one Councillor for each geographic area and an independently elected Mayor. Currently, there are 16 Councillors representing 16 distinct areas of the region. The CAO provides advice and guidance to Regional Council, while carrying out relevant Regional Council policies and programs. The municipality has over 4,500 employees providing a wide range of services and programs as mandated by Regional Council. Services include:

- Active Transportation & Bike Lanes
- Community Planning
- Economic Development,
- Environmental Services

³ "Halifax and Its People 1749/1999", Brian Cuthbertson, <https://novascotia.ca/archives/halifax/Introduction.asp>

- Environmental Stewardship,
- Fire and Emergency,
- Libraries,
- Policing,
- Public Transit,
- Recreation and Cultural Programs,
- Regulatory and Compliance, and,
- Streets, Roads and Sidewalks.
- Transportation Network

Water, Waste Water and Storm Water management services are provided by the Halifax Regional Water Commission, owned by HRM but regulated by the Nova Scotia Utility and Review Board.

The municipality operates on a 12-month fiscal cycle, from April 1 to March 31 of the following year. Under provincial law, it is required to prepare a balanced operating budget for ongoing items such as salaries, wages and other recurring costs, in addition to a capital budget for fixed assets. The capital budget is financed through a combination of debt, transfers from the operating budget (capital from operating), reserves, the Federal Gas Tax program and other cost sharing.

REGIONAL COUNCIL'S MULTI-YEAR STRATEGIC PLAN

Regional Council has set six Priority Areas with associated Priority Outcomes. These provide direction on change, growth, and improvements to benefit citizens and the HRM community. They are used to develop strategic initiatives and are then integrated into annual business plans. The six Council Priority Areas are:

- Economic Development,
- Governance and Engagement,
- Healthy, Liveable Communities,
- Service Delivery,
- Social Development, and,
- Transportation,

For the 2020/21 period a selection of key initiatives by Priority Area are:

Economic Development - HRM is a sought-after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community.

- The Centre Plan (Package B to be approved by Regional Council in September 2020),
- The Industrial Employment Lands Strategy,
- A Welcoming Newcomers Action Plan,
- An Economic Growth Action Plan,
- An African Nova Scotian (ANS) Economic Action Plan,
- The Culture & Heritage Priorities Plan, ('Sharing Our Stories,') and,

- The Musquodoboit Harbour Community Development Plan.

Governance and Engagement - HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.

- Updating the Community Engagement Strategy,
- A long-term (20 year) strategic vision,
- A Capital Funding Framework,
- Additional information on Regional Council and Administrative Priorities,
- Policy & regulatory engagement for African Nova Scotian communities, and,
- The Risk Management Strategy.

Healthy, Liveable Communities - HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities.

- HALIFACT 2050 plan to reduce greenhouse gas emissions,
- Flood Risk Reduction Strategies,
- Continuing Public Safety Strategy implementation,
- Regional Plan parkland objectives, and,
- The Food Action Hub,

Service Delivery - HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality.

- Regulatory Modernization,
- A new Customer Relationship Management (CRM) solution,
- Improved Recreation customer experience, and,
- A new Parking Permit Management system.

Social Development - HRM's communities have access to social infrastructure that supports all segments of the community.

- The Social Policy Framework,
- Accessibility Improvements,
- Affordable Housing Partnerships,
- Building and Fire Code amendments (*By-law M-200*),
- The Community Safety and Wellbeing Index,
- An African Nova Scotian Integration Strategy,
- A French Services Strategy and action plan, and,
- An Immigration Strategy.

Transportation - Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.

- The Bayers Road Transit Priority Corridor,
- The Higher Order Transit Study (HOTS),
- Electric Bus Project Office,
- A Long-Term Streetscaping Plan,
- An improved Capital Planning Process,
- A new Strategic Road Safety Framework, and,
- 30 KM of protected bicycle and pedestrian pathways.

Amongst its key initiatives, several stand out. Based on the scientific evidence, Regional Council has declared a climate emergency. [HalifACT 2050](#) is intended to lay out the necessary steps required for the region to adapt and manage the impacts of climate change. This will guide HRM through these changes.

Further, Regional Council has prioritized public investment in active and efficient transportation programs. The on-going implementation of the Integrated Mobility Plan (IMP) makes clear a vision for sustainable transportation of people, goods and services. In concert with this, Halifax Transit's Moving Forward Together Plan (MFTP) is restructuring transit routes toward high ridership routes to best serve those that require transit services.

DISCUSSION AND ANALYSIS

HRM's budget is driven by a number of key factors. First are the underlying economic and demographic conditions and the assumptions made as to future conditions. Secondly, the Budget is driven by the broad financial and service strategy that has been chosen by Regional Council. Lastly, many individual decisions and assumptions on specific services and costs influence the specifics of the final Budget.

ECONOMIC ENVIRONMENT

The Halifax region's economy has higher real incomes and economic opportunities than any other in the Atlantic region. The municipality accounts for 46 per cent of the population but approximately 52 per cent of GDP. Nova Scotia's economic fundamentals are mixed:

- According to NS Finance, potential GDP growth for Nova Scotia (the economy's sustainable rate of growth over the long-run) is 1.5 per cent. This is largely due to slow growth in the labour force and weak productivity growth, trends seen both in Canada and other advanced economies.
- National monetary and fiscal policies remain modestly supportive, however potential slow-downs in key export markets in Asia and the United States will negatively impact Nova Scotia's growth outlook.
- Halifax's growth rate is expected to remain robust due to a combination of strong fixed investment (commercial and residential real estate), above-trend immigration and public-private investment initiatives such as ship-building activities at Irving Ship Building and the Ocean Supercluster.

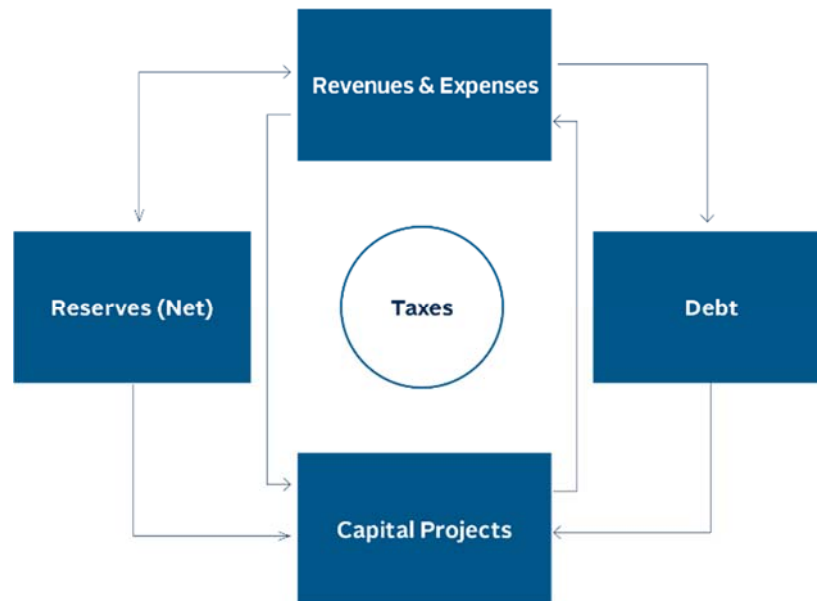
However, Nova Scotia municipalities face substantial financial constraints:

- While other Canadian municipalities receive cost sharing, collectively municipalities in Nova Scotia are net payers to the province; HRM will contribute \$168.2 million in 2020/21 to fund mandatory provincial costs including education, corrections, housing and assessment.
- Nova Scotian municipalities are heavily dependent on property tax. Approximately 80 per cent of HRM's revenues come from property taxes. Property tax tends to be less responsive to economic activity, particularly in the short-run. Hence commercial assessment in Halifax is growing at only 1.6 per cent while residential growth is 4.0 per cent.

FINANCIAL APPROACH

Regional Council's Fiscal Framework is designed to look out over the longer term with a four-year overview as well as 20-year estimates. It focuses on balancing economic growth with four key inter-related financial pillars: the operating budget and required revenues (taxation); the capital budget; the municipality's debt stock; and reserve balances. This adopted framework is illustrated in Figure 1.

Figure 1 – 2020/21 Budget Framework



Each of these pillars is critical to maintaining long-term sustainability. The operating budget is represented by **expenses and revenues**. The latter is roughly 80 per cent composed of property taxes. The operating budget funds not only everyday services but also provides for:

- outstanding **debt servicing payments** (principal and interest);
- the cost of **capital projects** and the resulting operating costs; and,
- contributions to and withdrawals from **reserves**.

The operating budget is like a household budget, comprised of family income and household costs. The debt that the municipality owes is like a household mortgage; reserve funds are essentially a series of saving accounts; and the capital budget is a proxy for the cost of buying, fixing or expanding a home or other asset like a vehicle.

Regional Council provides direction on seven key decisions:

1. **Taxes** – Should taxes rise, fall or stay the same?
2. **Services (Existing)** – How can value be optimized?
3. **Services (New)** – How will new services be funded?
4. **Capital Budget** – How much should be invested in asset renewal and growth?
5. **Capital from Operating** – How much should HRM pay down on the capital budget?
6. **Debt** – What is an appropriate debt level?
7. **Reserves** – What reserve balances should HRM plan for?

None of these decisions work in isolation. A change in one will affect a change in one or more of the other areas.

ECONOMIC ASSUMPTIONS

HRM's budget process establishes a series of economic assumptions. These assumptions fall into several areas:

- Gross Domestic Product (GDP), Income and Retail Sales levels are critical pieces to the overall health of an economy. These determine the long-term wealth and success of the community and influence which services a community most needs and what tax levels can be supported. Their influence on the HRM budget is significant over the longer time frame.
- Demographics (population and dwelling units) and Inflation are key drivers of the municipal budget and can have immediate impacts in the short to mid-range. Higher population levels and new homes lead to increased demand for services and also bring additional tax revenues to help offset those costs. Inflation leads to immediate pressure on costs and can affect items that municipalities commonly spend on including salaries, contract costs, fuel and other items.
- Construction and Leasing such as for new business and homes can have a significant impact on municipal revenues. Approximately 80 per cent of revenues come through property taxation. Other than tax rate changes, such revenues typically rise through the construction of new taxable properties or through higher leasing and occupancy of existing buildings.

HRM establishes the economic assumptions for its budget through econometric estimates. Its current economic assumptions are shown in Figure 2. In 2020/21 and forward, HRM's economic outlook is moderately positive due to consecutive years of historically high growth due to strong immigration levels, real estate investment and large-scale public projects getting under way. At 2.2 per cent, inflation remains a key driver affecting the costs of municipal services. The Office Space market has grown considerably although due to the higher volumes of space the vacancy levels are considerable.

Figure 2 – Halifax Region Economic Assumptions (Canmac Economics, Autumn 2019)

	Current Year 2019/20	Year 1 2020/21 (F)	Year 2 2021/22 (F)	Year 3 2022/23 (F)	Year 4 2023/24 (F)
Real GDP Growth (%)	1.60%	1.80%	2.10%	2.00%	1.90%
Personal Income - Per Capita Change	2.80%	2.70%	2.70%	2.60%	2.60%
Population - thousands	435,579	440,599	445,538	450,383	455,121
Percent Change	1.20%	1.20%	1.10%	1.10%	1.10%
Dwelling Units	200,320	202,624	204,984	207,389	209,843
Percent Change	1.10%	1.20%	1.20%	1.20%	1.20%
Inflation - CPI Core	2.10%	2.20%	2.10%	2.20%	2.20%
Office Space - Occupied (Sq.Ft.)	11,609	11,899	12,173	12,473	12,693
Percent Change	2.50%	2.50%	2.30%	2.20%	2.10%

Source: Canmac Economics

Halifax is undergoing high levels of growth in both population and the dwelling units. These trends are seen in Figures 3 and 4.

Figure 3 – Dwelling Unit Growth

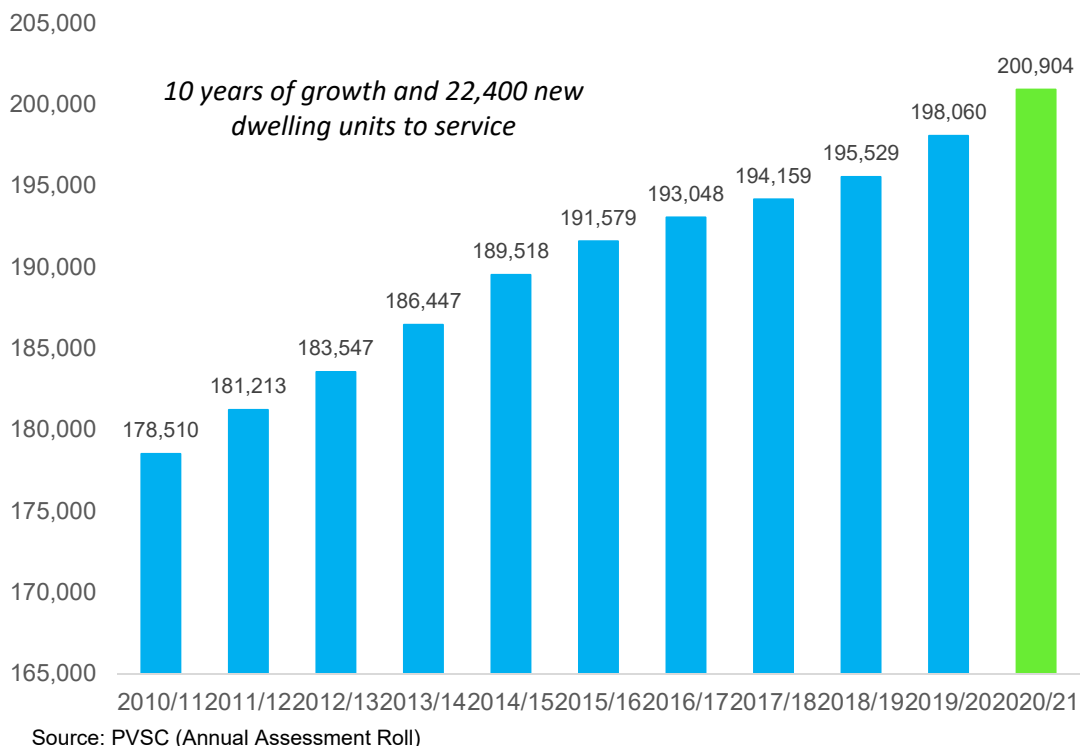
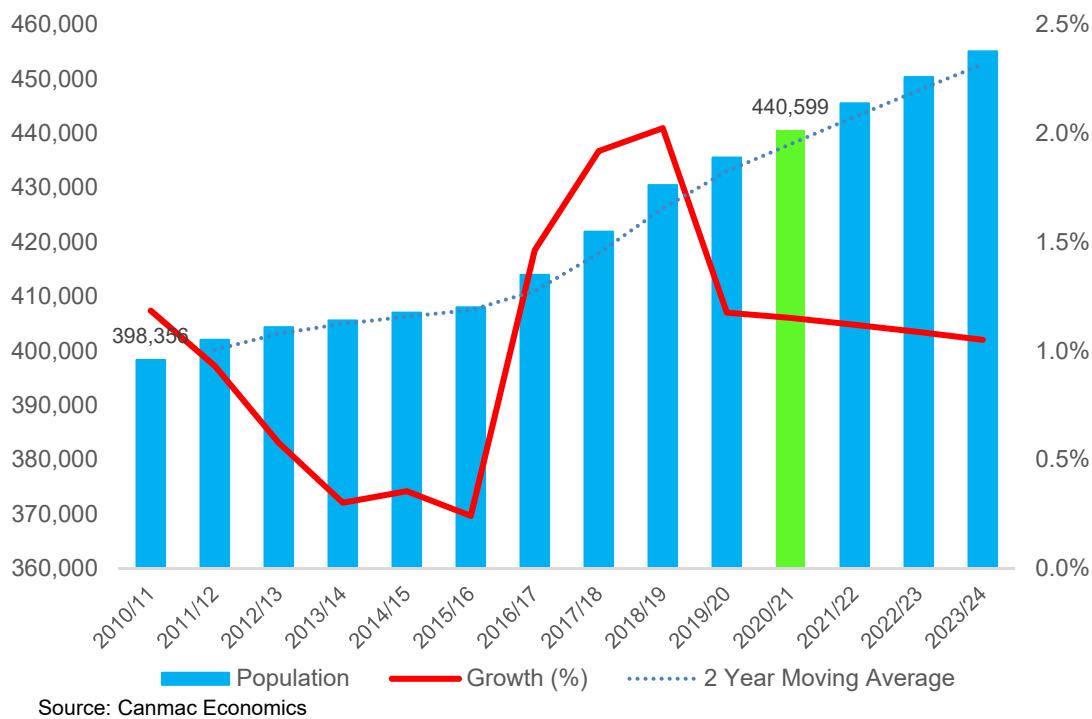


Figure 4 - Population Growth



OPERATING BUDGET

The operating budget includes the day-to-day expenses and revenues that are required to run the municipality and provide services to citizens. It includes items such as compensation, contracts, fuel, building costs, material, debt charges and capital from operating. These costs are offset by the revenues: property taxes (residential and commercial), tax agreements, payments in lieu of taxes, and a variety of fees and fines. Per Provincial legislation, the municipality may not budget for a deficit. Any deficit it does incur must be made up for in the following year.

2020/21 municipal expenditures will total \$832.4 million. Major areas of cost increases are related to replacement and expansion of capital assets and public safety compensation increases. Over time, the municipality's population has grown while the costs to provide municipal service have also increased, through increases in staff complements and compensation levels, and capital asset repair.

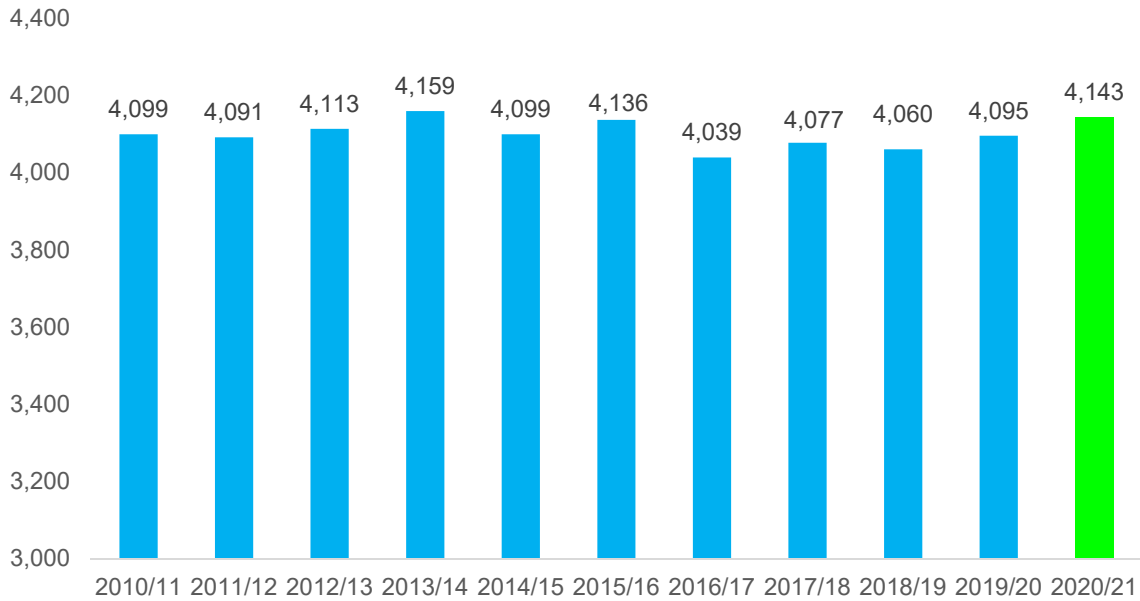
Figure 5 - Summary of Municipal Budget Balance, 2020/21 (In Millions)

	2019/20	2020/21
Gross Expenditures	955.7	1,000.6
Less: Mandatory Provincial Costs	(162.0)	(168.2)
Municipal Expenditures	793.7	832.4
Less: Revenues	(251.3)	(266.2)
Net Municipal Expenditures	542.4	566.2
Less: General and Transit Tax Levy	(542.4)	(566.2)
Total	0.0	0.0

The 2020/21 budget includes \$168.2 million for provincial services such as education, corrections, housing and property assessment. HRM does not provide these services, nor is the municipality accountable for how the money is spent. Rather, under provincial law, all municipalities must levy taxes for these items and transfer the collected funds to school boards and other entities. Figure 5 shows the share of Mandatory Provincial Costs that HRM will collect in 2020/21.

Historically, per-dwelling unit Municipal expenditures have tracked Halifax-CPI (local inflation) with some built in volatility each year. As the number of dwellings increases (function of population growth), pressure on service costs also increase. In the past ten years the amount spent per home (after adjusting for inflation) has increased \$44 in total or by 0.1 per cent per year (see Figure 6). During this time period HRM has expanded and introduced new services, increased its capital budget, maintained or increased its reserve levels and decreased its debt.

Figure 6 – Real Per Dwelling Unit Municipal Expenditures (2020 dollars) 2010/11-2020/21



When looked at by type of expenditure, the most significant cost to HRM is compensation. Compensation costs are influenced by inflation as well as labour market expectations. In addition, an increasing population requires additional staff. For instance, expansion to transit services in HRM are influenced by the higher population as well as a desire for stronger services. In turn, this means a higher capital budget to support the purchase of additional buses, but it also leads to additional bus drivers and other transit support employees. A breakdown of staffing levels is shown in Figure 7.

Other costs that are significant to HRM include contract costs (for services that are not provided by HRM staff), fuel costs and Capital from Operating (which supports the Capital Budget). A full listing of costs is in Figure 8.

Figure 7 - HRM Full Time Equivalent (FTEs)

Business Unit	2019/20	2020/21	Δ FTE's
CAO Business Unit	32.2	34.3	2.1
Corporate & Customer Services	231.7	234.8	3.1
Finance, Asset Management & ICT	320.7	329.3	8.6
Human Resource / Office of Diversity and Inclusion	66.3	68.6	2.3
Legal and Legislative Services	67.1	72.7	5.6
Parks & Recreation	471.9	479.1	7.2
Planning and Development	231.4	224.7	-6.7
Transportation and Public Works	311.0	351.5	40.5
Halifax Transit	1,036.1	1,048.5	12.4
Halifax Regional Fire and Emergency	535.4	536.5	1.1
Halifax Regional Police	807.4	806.4	(1.0)
Auditor General	10.0	9.6	(0.4)
Sub-total	4,121.2	4,196.0	74.8
Halifax Public Libraries	336.0	336.0	0.0
Total	4,457.2	4,532.0	74.8

Note: 2019/20 has not been re-stated for the transfer of employees across Business Units.

Total FTEs for 2020/21 is up by 1.7% over 2019/20 while the population grew by 4,769 or 1.1%.

Figure 8 – Budgeted Expenditures by Category

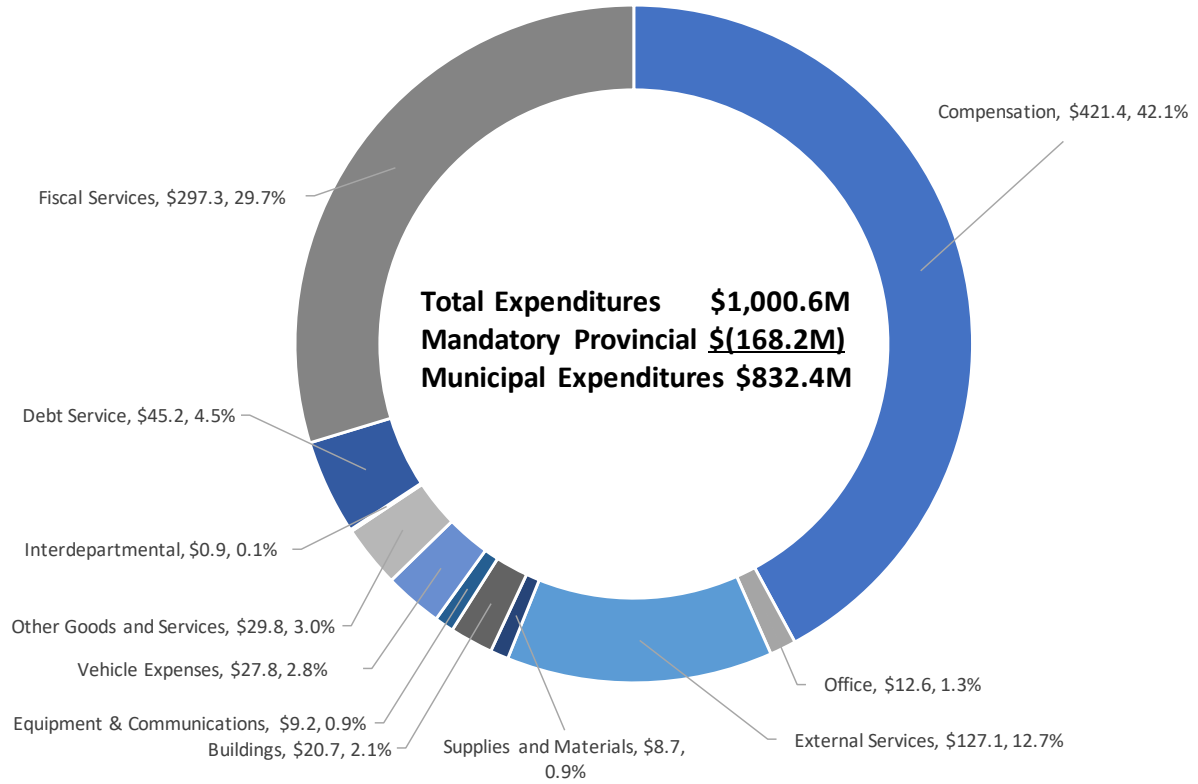
Expenditure by Category (\$ millions)	2019/20	2020/21	% Change
Compensation and Benefits	403.3	421.4	4.3%
Office	11.0	12.6	12.7%
External Services	117.8	127.1	7.3%
Supplies	3.6	4.0	10.0%
Materials	3.8	4.7	19.1%
Building Costs	19.3	20.7	6.8%
Equipment & Communications	8.2	9.2	10.9%
Vehicle Expense	29.4	27.8	-5.8%
Other Goods & Services	29.9	29.8	-0.3%
Interdepartmental	0.4	0.9	55.6%
Debt Service	46.5	45.2	-2.9%
Other Fiscal	120.4	128.9	6.6%
Total Municipal Expenditures	793.7	832.4	4.6%

Within the Municipality, services are provided by Business Units. A breakdown of costs by individual business units is detailed in Figure 9 and by category in Figure 10.

Figure 9 - Expenditures by Business Unit (In Millions)

Business Units	2019/20	2020/21
Public Safety Service:		
Halifax Regional Fire and Emergency	72.5	74.9
Halifax Regional Police	99.5	100.3
RCMP	<u>26.9</u>	<u>27.5</u>
Total	198.9	202.7
Public Services:		
Halifax Transit	121.2	117.8
Halifax Public Libraries	27.2	28.6
Corporate & Customer Services	41.6	42.4
Parks & Recreation	43.8	44.7
Planning and Development	22.7	22.2
Transportation and Public Works	<u>101.5</u>	<u>106.0</u>
Total	358.0	361.7
Governance and Support Services:		
Auditor General	1.1	1.1
CAO Business Unit	10.3	10.9
Finance, Asset Management & ICT	47.8	49.1
Human Resource / Office of Diversity and Inclusion	7.4	7.5
Legal and Legislative Services	<u>7.4</u>	<u>8.7</u>
Total	74.0	77.3
Total	630.9	641.7
Fiscal Services	<u>162.8</u>	<u>190.7</u>
Total Municipal Expenditures	793.7	832.4

Figure 10 - Expenditures by Category (In Millions)



TAXATION

Canadian municipalities rely on property taxation as their major source of revenue. HRM is similarly dependent. Approximately 80 per cent of total revenues come from residential and commercial property tax or various tax agreements and payments in lieu of tax. Taxes reflect the cost (price) of public services at a given level of demand.

Property tax is based on the premise that higher valued properties have a greater ability to pay tax. There are two major components to the calculation of property tax, the assessed value of the properties and the property tax rate. The value of the assessment base is established annually by an independent agency the Property Valuation Assessment Corporation (PVSC) based on the real estate market. Factors influencing the real estate market are numerous, including financial conditions (interest rates), demographics and local land-use policies.

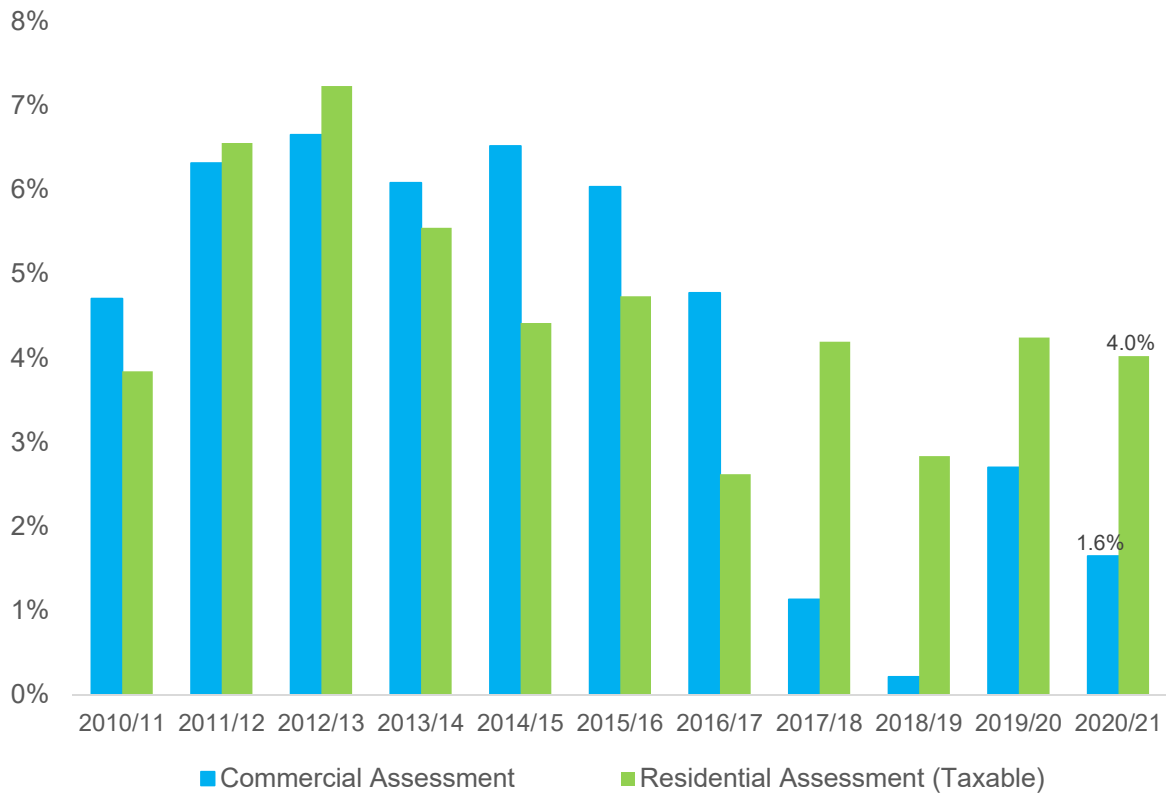
Nova Scotia's assessment represents market values for the previous year, although single-family homes are eligible to have their values capped at the consumer price index (CPI). While growth in the residential sector continues, it has moderated. Of note are the increasing number of new dwellings under construction, in particular apartments. The rate of growth in commercial assessments has fallen relative to the recent historical trend. The totals for the Official Assessment Roll provided to HRM are shown in Figure 11. Changes in the rate of growth are shown in Figure 12.

Figure 11 - Residential and Commercial Assessment Taxable Value: 2015/16-2020/21 (In Billions)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Residential	34.46	35.36	36.84	37.87	39.47	41.05
Commercial	7.80	8.17	8.26	8.28	8.50	8.64

Source: Property Valuation Services Corporation (PVSC)

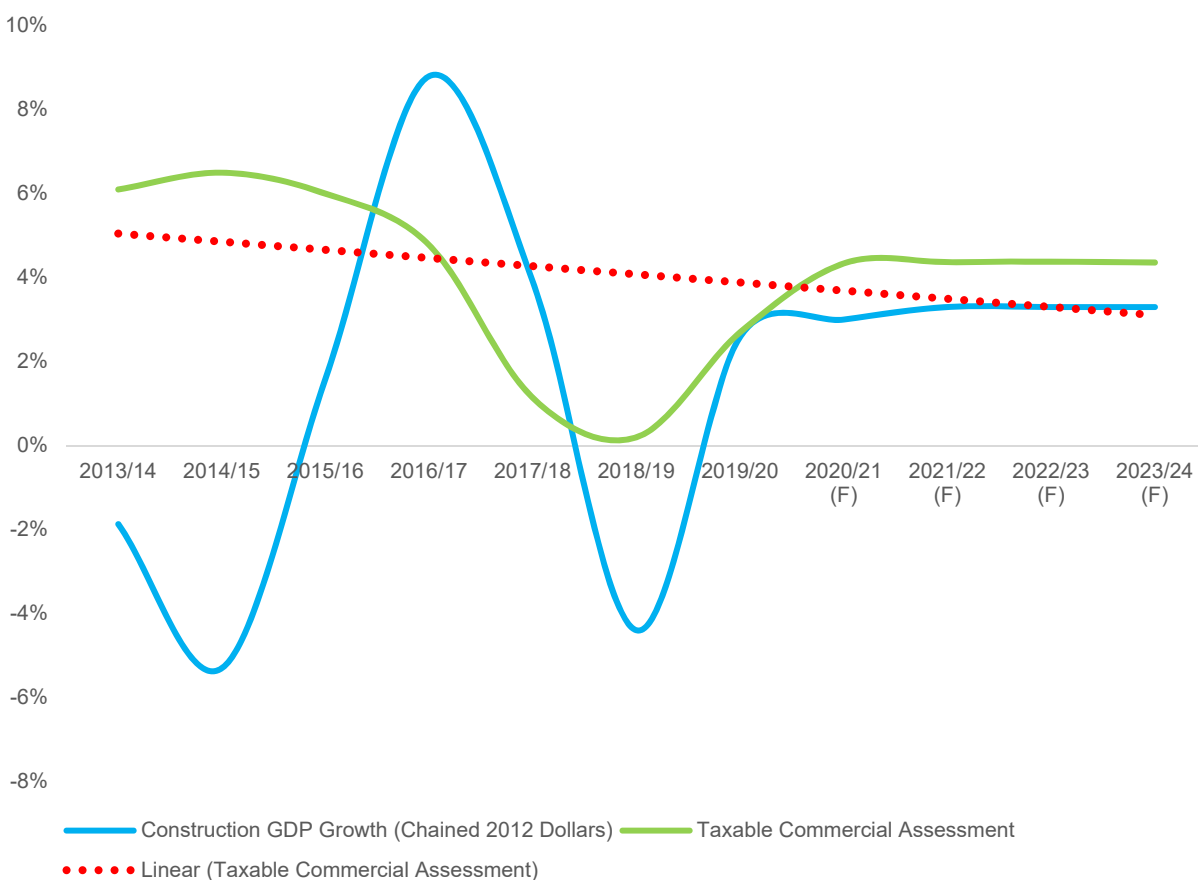
Figure 12 - Actual Assessment Growth, HRM Taxable Assessment (Residential and Commercial)



Sources: PVSC (Annual Assessment Roll), HRM Finance

Commercial property values experience substantial volatility in their price level compared to the residential market. HRM has undertaken independent analysis of these trends through econometric modelling to better determine future fluctuations in the commercial market. The growth rate in the value of commercial properties exhibits a relationship with construction GDP (a sub-category of economic activity related to construction and real estate activity) with values set to grow moderately in the near term, largely due to excess supply of commercial space, low real interest rates and structural changes in space requirements by firms. A snap shot of this phenomenon is illustrated in Figure 13.

Figure 13 – Actual and Forecast Commercial Assessment and Construction GDP, 10-Year Trend (Annual Rate of Change)



Source Canmac Economics (Autumn 2019)

In establishing its budget, HRM focuses not on the tax rate but on the final tax bill, which is a combination of changes in assessment and the tax rate. At the start of its Budget process, before the assessment roll is available, Regional Council makes an initial decision as to the change in the average tax bill for residents and businesses. In 2020/21 the average home value has increased 1.4 per cent while the average business property rose 1 per cent. Regional Council’s final decision was to increase average taxes by 1.4 per cent, only two thirds the rate of inflation. In 2020/21, the average tax bill for a residential home will increase \$27 or 1.4 per cent, to \$2,003. While the average commercial property will see its bill rise \$585 or 1.4 per cent to \$43,185. This is summarized in Figure 14.

Figure 14 - Average Assessments, Tax Rates and Tax Bills

Residential	2019/20	2020/21	Δ 2019/20-2020/21	Δ% 2019/20-2020/21
Average Assessment (Single Family Home)	\$242,400	\$245,800	\$3,400	1.4%
Urban Tax Rate (Including Transit Rates)	<u>0.815</u>	<u>0.815</u>	=	=
Average Tax Bill	\$1,976	\$2,003	\$27	1.4%
Change in Average Tax Bill	2.3%	1.4%		

Commercial	2019/20	2020/21	Δ 2019/20-2020/21	Δ% 2019/20-2020/21
Average Assessment	\$1,425,700	\$1,439,500	\$13,800	1.0%
Urban Tax Rate	<u>2.988</u>	<u>3.000</u>	<u>0.012</u>	<u>0.4%</u>
Average Tax Bill	\$42,600	\$43,185	\$585	1.4%
Change in Average Tax Bill	2.3%	1.4%		

Available benchmarks for property taxes indicate that average taxes in the Halifax region compare favourably to other Canadian cities. While average taxes are growing, growth and income levels are outpacing residential taxes. In 2020/21 residential taxes are expected to represent just over 1.1 per cent of regional income. Similarly, commercial taxes represent just over 2 per cent of GDP and 38 per cent of total tax revenues as of 2020/21, down from over 50 per cent at the time of amalgamation.

HRM has different tax rates including three general tax rates that vary by urban, suburban and rural areas. Additionally, it has two dedicated residential taxes for transit: A Local Transit tax paid by those within one kilometre of a local route, and a Regional Transportation tax that is applicable to a much larger area within the municipality. Specific tax rates are detailed in Figure 15.

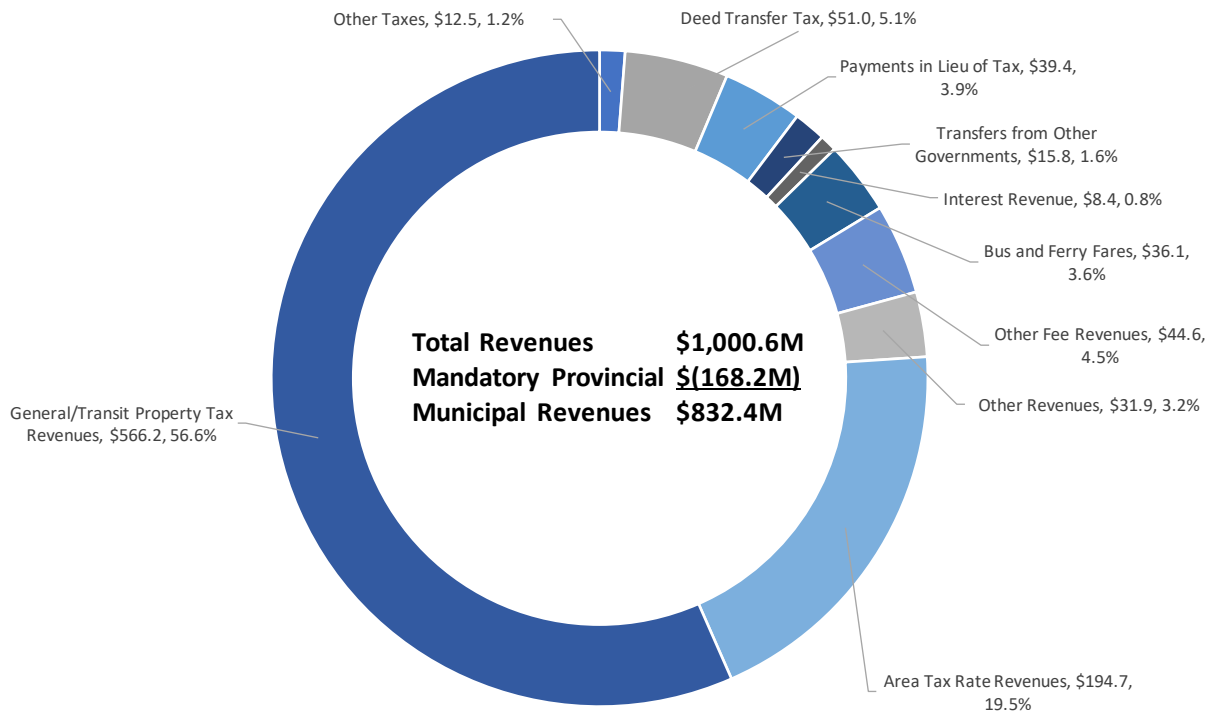
Figure 15 - Residential and Commercial Tax Rates

Tax Rate (per \$100 Assessment)	2019/20	2020/21
Urban Residential	0.670	0.670
Suburban/Rural Residential	0.637	0.637
Transit Local + Regional	0.145	0.145
Urban/Suburban Commercial	2.988	3.000
Rural	2.647	2.658

OTHER REVENUES

Property Taxes and Payments In lieu of Taxes (PILT) form the most significant share of municipal revenues, this is shown in Figure 16 below. Due to above-trend growth in the economy and investment inflows, Deed Transfer Tax (a 1.5 per cent tax on the sale of properties) has grown to become HRM's second largest source of revenues. In 2020/21 it is estimated to raise \$51 Million. Other significant revenues include investment income and transit/ferry fares.

Figure 16 - Municipal Revenues by Type, 2020/21



CAPITAL BUDGET

The capital budget funds the purchase, construction, and rehabilitation of assets. The municipality has a considerable asset base exceeding \$3.8 billion that includes over 300 buildings, 1,300 parks and playgrounds, 3,800 lane kilometres of roads, 1,500 vehicles, and many other assets. HRM uses capital from operating and reserve funds to avoid debt financing and to plan for known and recurring asset needs. Its capital budget is also classified according to projects that repair assets (“Asset Renewal”) and projects that enhance current services and/or serve new homes and communities (“Growth”).

Many capital projects take more than a single year to plan, design, and develop, with the associated capital funding approved within each budget year until project completion. Council continues to recognize the need to be diligent in balancing the municipality’s ability to fully complete capital projects against the desire for additional capital investment.

The upcoming Capital Budget will see the municipality approving \$180 million in 2020/21. Given federal policy changes to cost sharing programs and available reserve funding, new capital investment can fluctuate from year to year. Capital Budget expenses for 2020/21 are summarized in Figure 17 below.

Figure 17 – Gross Capital Budget Summary (In Thousands)

Asset Category	2019/20	2020/21
Buildings/Facilities	\$37,885	\$45,145
Business Systems	18,607	20,085
District Capital Funds	1,504	1,504
Outdoor Recreation	14,760	6,240
Roads, Active Transportation & Bridges	56,575	65,740
Traffic & Streetlights	1,335	2,570
Vehicles, Vessels & Equipment	33,053	36,330
Other Assets	250	2,210
Total	\$163,969	\$179,824

There are several major sources of capital funding. Capital from Operating is a transfer from the Operating Budget to capital. It represents a down payment on the cost of capital. The Municipality has a policy that sets specific growth targets for Capital from Operating. Likewise, there is a debt policy which focuses on reducing debt levels. Reserves and Gas Tax are also major sources of funding. In 2020/21, due to unexpected Deed Transfer Tax revenues, the municipality is expecting to achieve a \$16.2M surplus.

Figure 18 – Capital Budget Funding (In Thousands)

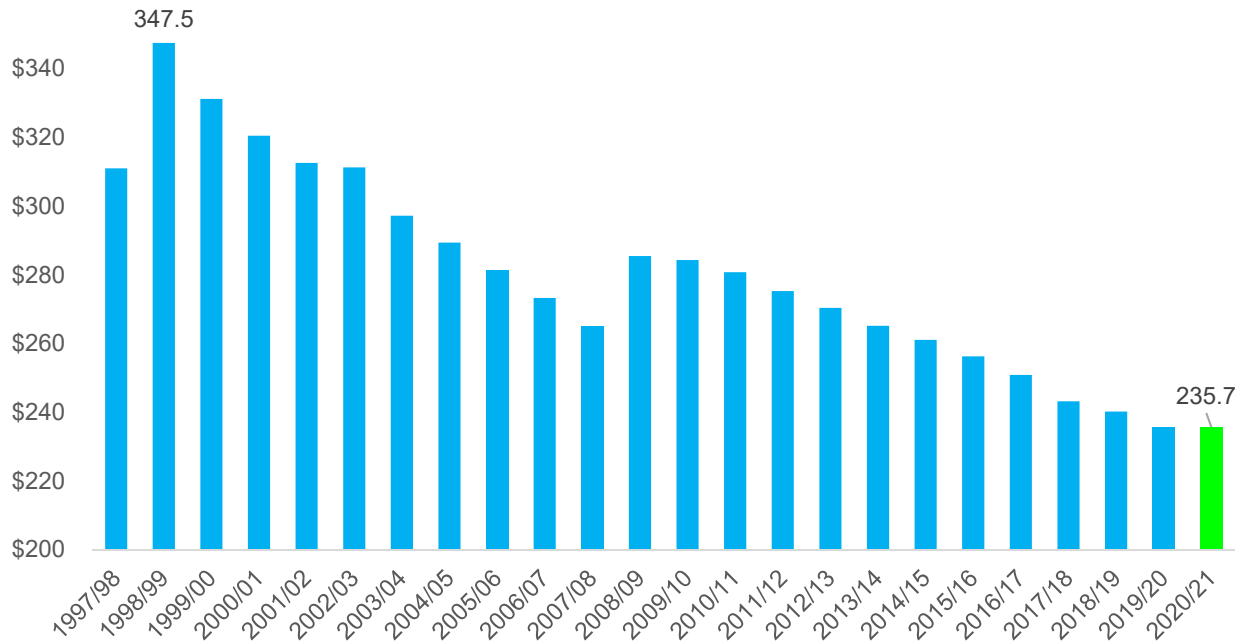
Funding Category	2019/20	2020/21
Capital from Operating	\$37,005	\$45,500
Reserves	60,090	48,192
Debt	27,109	28,101
Federal Gas Tax Supplemental (2019/20)	-	26,551
Federal Gas Tax Program	25,123	20,123
Other Government Programs	8,160	7,913
Other Cost Sharing	160	2,283
Local Improvement/CCC	1,167	1,161
Cappool	5,155	-
Total	\$163,969	\$179,824

DEBT

Debt is a financial tool to fund long-term capital expenditures. In many respects, it works much like a home mortgage, with the principal and interest being repaid over the asset's life. HRM's debt policy ensures there is a greater emphasis of paying out of current revenues to fund capital assets. As HRM continues to grow, debt policy adjustments may be necessary to ensure greater intergenerational equity across generations, meaning the cost of long-term capital assets will be paid by more than one generation.

Since amalgamation, the municipality has set specific targets for debt, which has helped it to steadily reduce its debt level and associated debt charges (principal and interest) that must be repaid each year. Since amalgamation, municipal debt has fallen by approximately 30 per cent. HRM has the flexibility to fund future growth or rehabilitation initiatives due to its approach to debt management. In 2020/21 principle and interest payments supported through property tax total 3.5% of Municipal Expenditures, well below the 15% ceiling established for municipalities by the Province as an indicator of solid financial health. Total debt charges comprise 4.5 per cent of total expenditures.

Figure 19 - Stock of Nominal Municipal Debt, Trend Post Amalgamation (In Millions)



RESERVES

The municipality classifies its reserves into three main categories, each designed to reflect the specific purposes of the reserve system.

- Contingency funds for unforeseen financial **risk** such as emergencies or economic events;
- Savings funds for future **obligations** that the municipality expects to make such as a specific asset or other commitment; and,
- Contingency funds for **opportunities**, such as federally cost shared programs.

Figure 20 - Summary of Reserve Balances, 2019/20 to 2023/24 (In Millions)

	2019/20	2020/21	2021/22	2022/23	2023/24
Risk Reserves	\$23.2	\$16.4	\$16.4	\$12.5	\$12.5
Obligation Reserves	51.6	50.5	40.1	32.9	35.0
Opportunity Reserves	125.4	101.5	104.3	71.5	78.2
Total	\$200.2	\$168.4	\$160.8	\$116.9	\$125.7

SUMMARY

A top mid-sized North American City, the Halifax region enjoys above-trend rates of growth and considerable investment activity. In the last ten years the population has grown by 42,000 persons and 22,000 additional homes. GDP and income levels have steadily grown.

The approach taken by Regional Council is to look out over the longer term and to balance economic growth with four key financial items: the operating budget, including tax levels; the capital budget; debt levels; and, reserve balances. Each of these items is important in maintaining the municipalities financial health.

On the operating side, the budget now exceeds \$1 billion. Pressure on the Operating Budget is driven by inflation and by ongoing demographic growth. Despite this, taxes for the average home and the average business will rise by 1.4% in 2020/21, only two-thirds of the rate of inflation. This continues the existing trend whereby municipal expenditures are growing in-line with increases in dwelling units and inflation.

The Capital Budget has been set at \$180M for 2020/21, rising to nearly \$230M by 2022/23. In 2020/21, Tax Supported Debt is expected to be the same as in 2019/20. Principal and interest charges represent 4.5% of the total budget. Reserve balances for 2020/21 are planned at \$168M, declining to \$126M over the next four years due to increased capital investment.

Overall, because of Regional Council's commitment to fiscal discipline, HRM is well positioned for long-term prosperity and sustainability.

HALIFAX

HALIFAX REGIONAL FIRE & EMERGENCY

2020/21 BUDGET AND BUSINESS PLAN



MISSION OUR MEMBERS ARE DEDICATED TO ENHANCING AND PRESERVING QUALITY OF LIFE, PROPERTY AND ENVIRONMENT THROUGH EDUCATION, LEADERSHIP, PARTNERSHIPS AND EFFECTIVE RESPONSE TO EMERGENCIES TO ENSURE THE CITIZENS OF HRM LIVE IN SAFE, INCLUSIVE AND WELCOMING COMMUNITIES.

HALIFAX REGIONAL FIRE & EMERGENCY OVERVIEW

Halifax Regional Fire & Emergency is committed to advancing Council’s priority outcomes of:

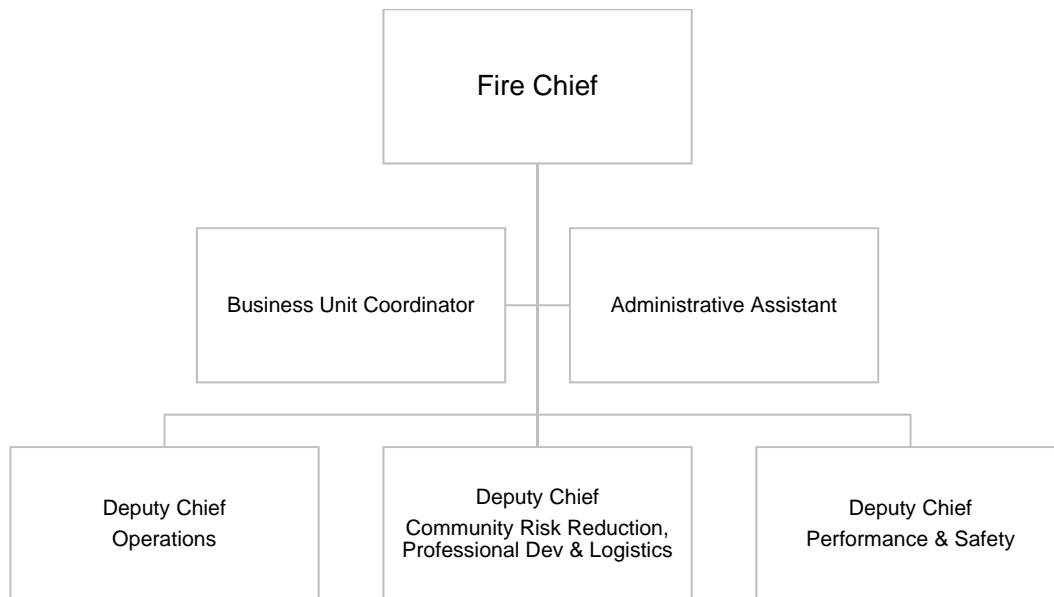
- Healthy, Liveable Communities – Public Safety, Community Health;
- Service Delivery – Innovation, Service to Our People;
- Economic Development – Promote & Maximize Growth;
- Social Development – Social Infrastructure, Housing & Neighbourhood; and
- Governance & Engagement – Public Engagement.

As well as supporting the municipality’s administrative priorities of Financial Stewardship, Our People, and Service Excellence.

Halifax Regional Fire & Emergency (HRFE) serves and protects over 430,000 permanent residents in a 5,577 km² area. Strategically located in 51 fire stations throughout HRM, career and volunteer fire crews provide a full range of services including:

- fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education).
- fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive),
- pre-hospital emergency medical support, and
- emergency management (planning, preventing and preparation).

HALIFAX REGIONAL FIRE & EMERGENCY ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalents	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	534.0	1.0	535.0
Seasonal, Casual and Term	1.4	0.1	1.5
Total	535.4	1.1	536.5

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Halifax Regional Fire & Emergency	13.9%	13.7%	13.9%
Average tax bill amount spent on Halifax Regional Fire & Emergency	\$266.10	\$268.60	\$278.60

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

HRFE Strategic Plan

To assist HRFE develop the right goals and targets and ensure the organization is focusing efforts in a consistent manner, HRFE will develop and release a multi year strategic plan. Data from Chief's station visits, implementation of the operational administrative order and key performance indicator data will be used to inform the plan.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

HRFE Communications and Technology Roadmap

To improve the way the fire service finds and uses information and services, this year HRFE will be focusing on the following key projects, as part of the HRFE Technology Roadmap. To improve the records management system (FDM), HRFE will work on improving FDM usability, alignment to business processes, and preparing HRFE for future functionality being released through FDM. To allow for the development of accurate real-time reporting capabilities for HRFE fire apparatus, and to enhance the HRFE dispatch response by providing the shortest route to an incident based on the vehicle location, HRFE will install automatic vehicle location (AVL) devices in all remaining HRFE vehicles. To enhance the HRFE dispatch response, HRFE will introduce Versaterm computer aided dispatch (CAD) automatic vehicle recommendation and routing (AVRR).

DIVERSITY & INCLUSION

Human Resources Initiatives

To foster a safe and inclusive culture at HRFE for our staff, members volunteers, and the citizens we serve HRFE will continue the work started in 2018/19 to implement a Diversity and Inclusion plan. To do this, this year we will:

- Commence an equity-based recruitment drive for career firefighters;
- Develop outreach activities in underrepresented communities;
- Form and support an internal advisory committee tasked with providing a voice to those who are underrepresented in the fire service; and,
- Develop and deliver diversity and inclusion training to all HRFE.

HALIFAX REGIONAL FIRE & EMERGENCY BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Healthy, Liveable Communities			
Public Safety	Fire Station Replacements	5,000,000	270,000
	Fire Apparatus Replacements	4,185,000	-
	Fire Services Equipment Replacement	1,130,000	-

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fire Chiefs Office	\$ 120,057	\$ 552,900	\$ 552,300	\$ 578,900	\$ 26,000	4.7
Operations	56,090,109	58,091,000	56,943,200	60,338,100	2,247,100	3.9
Comm. Risk Reduction Professional Dev.	7,856,674	8,063,200	8,181,800	8,373,600	310,400	3.8
Performance and Safety	6,689,926	5,505,900	5,940,300	5,215,400	(290,500)	(5.3)
Net Total	\$ 70,756,766	\$ 72,213,000	\$ 71,617,600	\$ 74,506,000	\$ 2,293,000	3.2

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 72,213,000
Compensation Changes:	
Salary Adjustments	1,972,700
Other Budget Adjustments:	
Debt transfer to Fiscal Services	(400,900)
Recovery from Province of NS for Red Tape Reduction	(110,000)
Service Agreement fee adjustment	(18,800)
Increase in training materials and services to maintain standards	290,000
Increase in PPE and uniforms	270,000
Increase to resolve Logistics cost pressures	230,000
Increase in professional services	60,000
Total Change	\$ 2,293,000
2020/21 Budget	\$ 74,506,000

OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 63,493,036	\$ 69,233,900	\$ 67,389,800	\$ 71,251,600	\$ 2,017,700	2.9
Office	367,467	252,100	320,100	252,100	-	-
External Services	396,566	262,500	454,400	322,500	60,000	22.9
Supplies	967,921	596,200	881,600	866,200	270,000	45.3
Materials	2,460	-	1,700	-	-	-
Building Costs	623,159	171,600	383,300	216,600	45,000	26.2
Equipment & Communications	2,955,047	408,300	1,041,000	578,300	170,000	41.6
Vehicle Expense	5,143	-	7,300	-	-	-
Other Goods & Services	1,195,193	954,900	1,381,300	1,196,100	241,200	25.3
Interdepartmental	37,718	-	42,800	-	-	-
Debt Service	637,179	400,900	400,900	-	(400,900)	(100.0)
Other Fiscal	143,915	185,300	181,900	185,300	-	-
Total Expenditures	70,824,804	72,465,700	72,486,100	74,868,700	2,403,000	3.3

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	\$ (21,146)	\$ (21,100)	\$ (21,100)	\$ (21,100)	\$ -	-
Other Revenue	(46,893)	(231,600)	(847,400)	(341,600)	(110,000)	47.5
Total Revenues	(68,039)	(252,700)	(868,500)	(362,700)	(110,000)	43.5
Net Total	\$ 70,756,766	\$ 72,213,000	\$ 71,617,600	\$ 74,506,000	\$ 2,293,000	3.2

HALIFAX REGIONAL FIRE & EMERGENCY SERVICE AREA PLANS (2020/21) CHIEF'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<p>Fire Emergency Fleet Operational Review and Optimization (Target: March 31, 2021)</p> <p>A collaborative review of HRFE's heavy fleet will be conducted with representatives from Corporate & Customer Services, Halifax Regional Fire & Emergency, and Enterprise Asset Management.</p> <p>The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations.</p> <p>The review will include heavy fleet deployment, preventative maintenance strategies and lifecycle replacement, and consider carbon emission reduction opportunities. The recommendations stemming from this work will be provided to other Business Units with Corporate Fleet inventories.</p>
<p>Fire Underwriters Survey - Superior Tanker Shuttle Accreditation (Target: March 31, 2021)</p> <p>To facilitate the recertification process for the Superior Tanker Shuttle Accreditation, Halifax Regional Fire & Emergency will complete the department profile on the Fire Underwriters Survey (FUS) Municipal Portal Site.</p>

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC* Median 2018
Total Fire Cost per Staffed In-Service Vehicle Hour (Entire Municipality)	\$66.37	\$69.90	N/A	N/A	\$295.97

* Municipal Benchmarking Network Canada

Halifax operates 51 stations across a geographic area over 5,500 km. Twenty-two of those stations are staffed by volunteers only, and a further 20 are composite stations staffed by both volunteers and career firefighters. The large number of stations contributes to a high staffed in-service vehicle hour which along with HRM's large volunteer contingent reduces this measure's result.

OPERATIONS

Operations is committed to supporting council priorities through the provision of emergency service protection to every part of HRM operating out of 51 fire stations:

- 8 - 24hr Career Stations;
- 11 - 24hr Career Composite Stations (Career & Volunteer);
- 10 - 10.5hr Career Composite Stations (Career & Volunteer); and
- 22 Volunteer Stations.

Continued challenges facing the division include rural volunteer recruitment and retention, deployment issues (station location vs. effective service delivery) and inadequate training facilities.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

Fire and Emergency Services - This service consists of career and volunteer firefighters providing a full range of emergency services including:

- fire suppression and rescue in structural and wildland/urban interface
- technical rescue-auto extrication
- hazardous materials/dangerous goods response
- trench rescue
- confined space rescue
- collapse rescue (HUSAR)
- chemical biological radiological nuclear & explosive (CBRNE)
- pre-hospital emergency medical services
- high/low angle rope
- marine firefighting/shore line protection
- ice/water rescue

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC* Median 2018
Number of calls	12,016	12,469	NA	NA	NA
Residential Fire Related Civilian Injuries per 100,000 Population (entire municipality)	1.39	2.32	NA	NA	4.85
Residential Fire Related Civilian Fatalities per 100,000 Population (entire municipality)	0.69	1.86	NA	NA	0.62
Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	1.53	1.54	NA	NA	0.97
Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) (Urban Area)	8:10	7:59	NA	NA	NA
Actual 90th Percentile Fire Station Notification Response Time (Mins/Secs) (Rural Area)	16:35	17:00	NA	NA	NA

* Municipal Benchmarking Network Canada

** Population: 430,512 for 2018/19, Households 195,529

The number of fire-related civilian injuries increased from 6 to 10. There was no specific cause for the increase. The primary cause for the increase civilian fatalities (from 3 to 8) was a fire incident in early 2019 which resulted in 7 deaths.

OPERATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Heavy Urban Search & Rescue (HUSAR) Year 2 of 3 (Target: March 31, 2021)</p> <p>Cost shared with Public Safety Canada (75%/25%), HRFE will implement the second year of a multi-year plan to operationalize Heavy Urban Search and Rescue capability in HRM. Year two objectives include; training of new members, re-certification of former members, the purchase of new equipment, enhancing team mobility and sustainment, as well as developing Provincial and Federal partnerships.</p>
<p>New Station Build - Station 62 (Harrietsfield) (Target: March 31, 2021)</p> <p>HRFE, in partnership with Corporate Facility Design and Construction will complete the site preparation, finalize station design and commence the construction of Fire Station 62 (Harrietsfield), and replacing Station 62 (Williamswood) and Station 63 (Sambro).</p>
<p>Corporate Scheduling, Time and Attendance - Phase 1 (Target: March 31, 2021)</p> <p>As part of a larger Corporate Scheduling, Time and Attendance Project, HRFE will implement the Phase I project objectives which will include software training, the creation of member account profiles, the development of rules and policies and testing of a new Fire Roster/time and attendance solution.</p>
<p>New Harbour Fire Rescue Boat (Target: March 31, 2021)</p> <p>HRFE will finalize the design specifications, tender, procure and operationalize a new Harbour Fire Rescue Boat.</p>
<p>Improve Firefighter Turn-Out Time (Target: March 31, 2021)</p> <p>To meet the 2018 Council approved Response Time Targets, HRFE will implement a continuous quality improvement program to measure and improve overall emergency response times, with a focus on reducing crew turn-out times. Objectives include training, improving station lay-out and making functional improvements to improve crew turn-out times, by incorporating recommendations coming from the Dalhousie Engineering Capstone program.</p>
<p>Fire Station Replacement Project - Stations 8 and 9 (Target: March 31, 2021)</p> <p>Implementing year one of a three-year capital station replacement plan. HRFE, in partnership with Corporate Facility Design and Construction will finalize site selection based on demographic and response time analytics, purchase property and begin initial design for the replacement Fire Station 8 (Bedford) and Fire Station 9 (Sackville), including a new training facility.</p>

COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT & LOGISTICS

Community Risk Reduction, Professional Development & Logistics is committed to supporting council priorities through the provision of public fire safety information, prevention, professional development, training and safety-related services in addition to supporting emergency management operations. The division operates from several satellite locations in HRM.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

Fire Prevention and Public Awareness

The Fire Prevention service responds to technical public inquiries, conducts fire safety inspections, minimum residential standards inspections, building plan examinations, provides fire/life safety education programs and training, and issues permits to support the prevention of fire related incidents.

Fire Investigation

This service is responsible for conducting investigations of fires.

Fire Operations Support Logistics

This service is responsible for the provision and maintenance of physical and technology assets to support fire operations.

Professional Development and Training

This service is responsible for the training and certification of firefighters, crew, and chief officers to industry and regulatory standards.

Emergency Management Office

The EMO plans and coordinates multi-agency/multi-jurisdictional response, and coordinates a professional municipal response to emergencies by providing leadership to HRM and agencies to ensure readiness in the event of a disaster or large-scale emergency situation.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
% of completed legislated inspections	22%	17%	13%	35%
# Career Recruits Trained	38	20	17	0
# Volunteer Recruits Trained	61	47	60	65

% OF COMPLETED LEGISLATED INSPECTIONS

The percentage of completed legislated inspections was due to starting the 2019/20 year with 11 vacant positions due to retirements. This year these positions have been filled, new staff have been trained and mentored, and HRFE has implemented business process improvements. It is anticipated that these changes will lead to a higher percentage of completed legislated inspections in 2020/21.

OF CAREER RECRUITS TRAINED

This year 17 career firefighters were trained and graduated in early December 2019. This year HRFE will commence a new recruitment campaign, however this typically can take up to 18 months, so it is not anticipated that HRFE will be hiring new career recruits this year.

OF VOLUNTEER RECRUITS TRAINED

HRFE has the capacity to train up to 80 volunteers each year. This year 60 new volunteers were trained and graduated. HRFE anticipates training another 65 volunteers next year. The next Volunteer Recruitment Training class will commence March 7th, 2020, and there are 42 students registered. During the past two decades, there has been a decrease in the number of volunteer firefighters throughout North America. Declining and aging populations in rural areas are impacting the number of people available to volunteer. Between 2006 and 2011, much of the eastern half of HRM lost 12% of its population. Recruitment efforts currently in progress are working well in areas where there is a large population, and core area stations never struggle with recruiting.

COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT & LOGISTICS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Contingency Plans (Target: March 31, 2021)</p> <p>HRFE will create contingency plans to respond to crisis events throughout HRM. All large, known potential hazards will have an associated recovery strategy.</p>
<p>HRFE Headquarters Relocation Year 1 (Target: March 31, 2021)</p> <p>This year HRFE will work with Corporate Facility and Design on the tender and design phase for HRFE Headquarters, Logistics and Fire Prevention staff move to Symonds Road location, which will provide efficiencies in co-locating 4 current leased facilities.</p>
<p>Community Risk Profile (Target: March 31, 2021)</p> <p>Conduct risk assessments throughout HRM that will provide data to show high risk areas - based on aging populations, high density populations, and fire response times. HRFE will adjust operational response based on our assessments.</p>

2020/21 Deliverables with Estimated Completion

Registry of Volunteer Emergency Services (Target: March 31, 2021)

To ensure that our volunteer organizations meet the minimum standards of practice, we will work collaboratively to improve communication effectiveness, efficiency and transparency of administration with the four Ground Search and Rescue Teams.

Business Continuity Plans (Target: March 31, 2021)

To ensure that all Business Units have an effective operational plan during crisis events that may arise that may cause disruptions in staff or locations or service delivery, HRFE will confirm critical staffing requirements and amend policies as required.

Fire Officer Program (Target: March 31, 2021)

In order to develop our future officers within the Department, HRFE will develop Phase 2 of the Fire Officer program. This phase will expand to include curriculum on Fire Safety Maintenance Inspections and Logistic requirements.

Practice Using Safety At Home (PUSH) Target: March 31, 2021)

The PUSH program is a boots on the ground public safety campaign asking residents to practice using safety at home. Building on previous years' PUSH program, HRFE will now focus on high risk populations. HRFE will also develop an after the fire program to address specific response needs in communities that are affected by fire.

Dry Hydrants (Target: March 31, 2021)

To address the risk created by HRM developing subdivisions and new builds with no water suppression plans, HRFE will continue to install dry hydrants in areas that are not connected to Halifax Water.

Incident Management Team (IMT) (Target: March 31, 2021)

HRFE will create an IMT that can respond both inside HRM and also to other municipalities that do not have effective Emergency Management response capabilities. This team will be comprised of personnel from multiple Business Units.

Emergency Generators (Target: March 31, 2021)

To address the risk of potential comfort centers without generator power, the municipality needs to install generators at strategic HRM locations. The comfort centre locations would ideally be situated within a 20-minute drive. These centers must have backup power to allow citizens to be cool or warm, have washroom facilities and be available for charging phones, check in with families, and be able to provide emergency food when required. Typical HRM owned comfort centres include facilities such as recreation centres and fire stations. HRFE will identify key comfort centre locations and install generators where feasible.

2020/21 Deliverables with Estimated Completion

Critical Infrastructure Protection (CIP)/Hazard Identification Risk Assessment (HIRA) (Target: March 31, 2021)

HRFE will work with communities to identify critical infrastructure throughout HRM to ensure this infrastructure is protected and accessible during crisis events.

Accredited Training (Target: March 31, 2021)

To develop and educate HRFE firefighters to perform at the highest level, using an internal proctoring cadre, HRFE will implement International Fire Service Accreditation Congress (IFSAC) and Pro Board certification testing in 2020 for all new firefighters, new officers and new instructors. Part of this initiative will include starting a prior learning assessment report (PLAR).

Regional Training Props (Target: March 31, 2021)

To maintain and practice core firefighting hands on skills in areas distant from the training ground, training props adapted from materials such as shipping containers, will be positioned in strategic locations throughout the municipality.

This will enable stations in the division to reduce travel time to complete mandatory core skills not able to be accomplished in their station such as: forcing doors, roof ventilation, ladder work, window and basement rescues, hose management and door control.

PERFORMANCE & SAFETY

The Performance & Safety division has three key focus areas:

- Health & Safety;
- Technology & Innovation; and
- Workplace Culture.

This division operates out of Headquarters and is committed to supporting council priorities through innovative, safe and effective service performance measurement and delivery.

Services Delivered

SERVICE DELIVERY - INNOVATION

Communications and Technology

Fire relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management)

and related technology. Section staff evaluates ways to improve emergency response capability through the use of technology and streamlining business processes.

OUR PEOPLE - HEALTHY AND SAFE WORKPLACE

Safety

The Safety division is responsible for conducting investigations of accidents and internal safety events, providing major emergency scene safety, and developing policies related to safety issues.

PERFORMANCE & SAFETY KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Occupation Health and Safety (Target: March 31, 2021)</p> <p>To enhance and protect the safety of our people, HRFE will review and modernize our written health & safety program in consultation with internal and external stakeholders. This will be achieved through a policy review, safety equipment review, creation of a comprehensive written safety program and the development, recording, and reporting of key performance indicators.</p>
Service Delivery - Innovation
<p>Technology and Innovation (Target: March 31, 2021)</p> <p>To remain current with technological advances, and address the need for timely and accurate data, HRFE will design and implement data collection and reporting tools. Specifically, KPIs will be developed and reported on for all workgroups, with data capture, storage, and retrieval tools.</p>
Service Delivery—Service to our People
<p>Agency Accreditation (Target: March 31, 2021)</p> <p>To foster a culture of continuous improvement and performance excellence, HRFE will begin research and self-assessment activities required for future agency accreditation by the Center for Public Safety Excellence (CPSE).</p>
Service Excellence
<p>HRFE Business Intelligence Tools (Target: March 31, 2021)</p> <p>Partner with ICT to develop a suite of business intelligence (BI) tools to support the newly created KPI catalogue.</p>

Summary of Net Expenditures - Halifax Regional Fire & Emergency

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
F121 Succession Planning	117,793	75,000	101,900	100,000	25,000	33.3
F122 Fire Chief's Office	-	412,900	400,400	413,900	1,000	0.2
F123 Strat & Safety Init.	2,264	65,000	50,000	65,000	-	-
** Fire Chief's Office	120,057	552,900	552,300	578,900	26,000	4.7
F140 Performance & Safety	4,728,984	793,700	711,600	724,800	(68,900)	(8.7)
F141 Comm. Rel. & Events	157,646	113,000	116,500	113,000	-	-
F165 Firefighter & FAP	-	172,400	255,000	234,000	61,600	35.7
F180 Sfty, comp, Hlth Wel	349,416	261,000	278,000	300,100	39,100	15.0
F190 Technology and Innovation	793,609	536,200	697,900	629,200	93,000	17.3
F724 Enfield Fire Dept.	40,000	40,000	40,000	21,200	(18,800)	(47.0)
F727 Milford Fire Department	2,400	2,400	2,400	2,400	-	-
F791 Rural Fire Debt Payments	637,179	400,900	400,900	-	(400,900)	(100.0)
F793 Volunteer Coordination	(19,308)	3,186,300	3,438,000	3,190,700	4,400	0.1
** Performance and Safety	6,689,926	5,505,900	5,940,300	5,215,400	(290,500)	(5.3)
F110 Operations	56,090,109	58,091,000	56,721,200	60,338,100	2,247,100	3.9
F115 HU Search & Rescue	-	-	222,000	-	-	-
** Operations	56,090,109	58,091,000	56,943,200	60,338,100	2,247,100	3.9
A451 EMO Reserve Contributions	25,000	25,000	25,000	25,000	-	-
C801 Emergency Measures	474,166	333,100	235,300	337,000	3,900	1.2
F120 Prof. Dev. & Train.	2,519,448	2,880,000	2,712,300	3,091,800	211,800	7.4
F125 CRR, PROF, DEV, LOG	-	253,600	406,700	116,500	(137,100)	(54.1)
F130 Fire Prevention	1,653,849	2,636,000	2,128,700	2,354,300	(281,700)	(10.7)
F135 Fire Buildings	677	155,100	268,000	155,100	-	-
F160 Logistics & Equipment	3,183,534	1,780,400	2,405,800	2,293,900	513,500	28.8
** Comm. Risk Reduction Prof. Dev.	7,856,674	8,063,200	8,181,800	8,373,600	310,400	3.8
Net Total	70,756,766	72,213,000	71,617,600	74,506,000	2,293,000	3.2

Summary Details - Halifax Regional Fire & Emergency

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	46,805,155	52,171,400	50,203,700	53,925,600	1,754,200	3.4
6002 Salaries - Overtime	3,659,906	2,971,900	3,256,200	3,016,500	44,600	1.5
6005 PDP & Union Con Incr	(103,949)	-	(93,600)	-	-	-
6054 Vacation payout	260,159	-	169,900	-	-	-
6100 Benefits - Salaries	9,116,580	10,620,700	9,694,000	10,092,400	(528,300)	(5.0)
6110 Vacancy Management	-	(184,300)	-	(184,300)	-	-
6150 Honorariums	2,544,685	3,019,300	3,019,300	3,019,300	-	-
6151 Vehicle Allowance	16,984	-	15,100	-	-	-
6152 Retirement Incentives	438,915	489,800	344,400	497,300	7,500	1.5
6154 Workers' Compensation	726,913	49,100	710,300	788,800	739,700	1,506.5
6156 Clothing Allowance	91,000	96,000	94,000	96,000	-	-
6158 WCB Recov Earnings	(229)	-	(300)	-	-	-
6199 Comp & Ben InterDept	(72,172)	-	(72,700)	-	-	-
9200 HR CATS Wage/Ben	8,021	-	26,400	-	-	-
9210 HR CATS OT Wage/Ben	1,068	-	23,100	-	-	-
* Compensation and Benefits	63,493,036	69,233,900	67,389,800	71,251,600	2,017,700	2.9
6201 Telephone/Cable	116,450	96,100	115,800	96,100	-	-
6202 Courier/Postage	21,792	16,000	22,500	16,000	-	-
6203 Office Furn/Equip	96,250	80,000	75,400	80,000	-	-
6204 Computer S/W & Lic	95,179	15,000	66,000	15,000	-	-
6205 Printing & Reprod	3,396	10,000	5,000	10,000	-	-
6207 Office Supplies	25,744	35,000	35,400	35,000	-	-
6299 Other Office Expenses	8,656	-	-	-	-	-
* Office	367,467	252,100	320,100	252,100	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6301 Professional Fees	136,817	120,000	151,000	180,000	60,000	50.0
6302 Legal Fees	422	10,000	5,000	10,000	-	-
6303 Consulting Fees	40,670	-	-	-	-	-
6304 Janitorial Services	9,108	-	5,400	-	-	-
6308 Snow Removal	181,539	100,000	230,000	100,000	-	-
6311 Security	13,601	25,000	55,000	25,000	-	-
6312 Refuse Collection	1,756	-	2,000	-	-	-
6399 Contract Services	12,653	7,500	6,000	7,500	-	-
* External Services	396,566	262,500	454,400	322,500	60,000	22.9
6401 Uniforms & Clothing	707,748	332,000	592,700	602,000	270,000	81.3
6402 Med & First Aid Supp	520	-	600	-	-	-
6404 Rec Prog Supplies	131,681	150,000	110,200	150,000	-	-
6405 Photo Supp & Equip	3,067	2,500	2,300	2,500	-	-
6407 Clean/Sani Supplies	116,489	102,000	115,000	102,000	-	-
6409 Personal Protect Equ	6,683	-	55,100	-	-	-
6499 Other Supplies	1,734	9,700	5,700	9,700	-	-
* Supplies	967,921	596,200	881,600	866,200	270,000	45.3
6504 Hardware	205	-	-	-	-	-
6511 Salt	2,219	-	1,700	-	-	-
6512 Sand	36	-	-	-	-	-
* Materials	2,460	-	1,700	-	-	-
6602 Electrical	710	-	5,000	-	-	-
6607 Electricity	29,165	10,000	22,200	10,000	-	-
6608 Water	27,655	11,500	35,200	26,500	15,000	130.4
6611 Building - Interior	19,830	-	18,700	-	-	-
6612 Safety Systems	1,697	-	-	-	-	-
6616 Natural Gas-Buildings	9,816	8,000	7,000	8,000	-	-
6699 Other Building Cost	534,286	142,100	295,200	172,100	30,000	21.1
* Building Costs	623,159	171,600	383,300	216,600	45,000	26.2
6701 Equipment Purchase	2,105,837	146,500	604,200	206,500	60,000	41.0
6702 Small Tools	42,116	35,000	18,000	35,000	-	-
6703 Computer Equip/Rent	2,735	25,000	8,900	25,000	-	-
6704 Equipment Rental	410	-	-	-	-	-
6705 Equip - R&M	321,852	126,800	289,900	236,800	110,000	86.8
6706 Computer R&M	6,395	-	-	-	-	-
6711 Communication System	475,702	75,000	120,000	75,000	-	-
* Equipment & Communications	2,955,047	408,300	1,041,000	578,300	170,000	41.6
6806 Vehicle Rentals	-	-	2,900	-	-	-
6899 Other Vehicle Expense	5,143	-	4,400	-	-	-
* Vehicle Expense	5,143	-	7,300	-	-	-
6901 Membership Dues	10,574	12,500	10,600	12,500	-	-
6903 Travel - Local	14,986	25,000	15,100	25,000	-	-
6904 Travel - Out of Town	74,571	45,000	191,700	45,000	-	-
6905 Training & Education	343,155	190,000	488,300	335,000	145,000	76.3
6906 Licenses & Agreements	42,598	42,400	42,400	23,600	(18,800)	(44.3)
6908 Medical Examinations	51,795	25,000	68,000	60,000	35,000	140.0
6911 Facilities Rental	115,204	145,000	95,000	185,000	40,000	27.6
6912 Advertising/Promotio	22,072	35,000	35,400	35,000	-	-
6913 Awards	46,760	50,000	20,000	50,000	-	-
6914 Recruiting	65,710	85,000	65,000	105,000	20,000	23.5
6916 Public Education	86,312	65,000	100,100	65,000	-	-
6917 Books and Periodicals	47,737	25,000	20,600	45,000	20,000	80.0
6918 Meals	57,421	35,000	46,800	35,000	-	-
6919 Special Projects	596	-	-	-	-	-
6928 Committee Expenses	-	2,000	-	2,000	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6933 Community Events	16,848	10,000	25,600	10,000	-	-
6938 Rewarding Excellence	16,192	25,000	25,500	25,000	-	-
6943 Health and Wellness	97,659	120,000	111,200	120,000	-	-
6999 Other Goods/Services	<u>85,003</u>	<u>18,000</u>	<u>20,000</u>	<u>18,000</u>	-	-
* Other Goods & Services	1,195,193	954,900	1,381,300	1,196,100	241,200	25.3
7008 ItnTrsf IT & Commun	-	-	400	-	-	-
7009 Internal Trfr Other	34,430	-	14,500	-	-	-
7011 Int Trf Record Check	3,288	-	5,000	-	-	-
7012 Int Trf Print/Reprod	-	-	22,900	-	-	-
* Interdepartmental	37,718	-	42,800	-	-	-
8011 Interest on Debentur	64,412	42,000	42,000	-	(42,000)	(100.0)
8012 Principal on Debentu	<u>572,767</u>	<u>358,900</u>	<u>358,900</u>	-	<u>(358,900)</u>	<u>(100.0)</u>
* Debt Service	637,179	400,900	400,900	-	(400,900)	(100.0)
8003 Insurance Pol/Prem	18,311	19,000	15,600	19,000	-	-
8004 Grants	141,274	141,300	141,300	141,300	-	-
8008 Transf to/fr Reserve	(15,670)	25,000	25,000	-	(25,000)	(100.0)
8031 Tfr To Resvs Fr Oper	-	-	-	25,000	25,000	-
* Other Fiscal	143,915	185,300	181,900	185,300	-	-
** Total	70,824,804	72,465,700	72,486,100	74,868,700	2,403,000	3.3

Summary Details - Halifax Regional Fire & Emergency

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5102 Facilities Rentals	<u>(21,146)</u>	<u>(21,100)</u>	<u>(21,100)</u>	<u>(21,100)</u>	-	-
* Fee Revenues	(21,146)	(21,100)	(21,100)	(21,100)	-	-
5508 Recov External Parti	(39,839)	(223,900)	(839,700)	(333,900)	(110,000)	49.1
5600 Miscellaneous Revenue	<u>(7,054)</u>	<u>(7,700)</u>	<u>(7,700)</u>	<u>(7,700)</u>	-	-
* Other Revenue	(46,893)	(231,600)	(847,400)	(341,600)	(110,000)	47.5
** Total	(68,039)	(252,700)	(868,500)	(362,700)	(110,000)	43.5
Net Total	70,756,766	72,213,000	71,617,600	74,506,000	2,293,000	3.2

HALIFAX

HALIFAX REGIONAL POLICE & ROYAL CANADIAN MOUNTED POLICE

2020/21 BUDGET AND BUSINESS PLAN

MISSION WORKING TOGETHER TO KEEP OUR COMMUNITIES SAFE

HALIFAX POLICE SERVICES OVERVIEW

Policing Services in HRM are provided by Halifax Regional Police (HRP) and the Royal Canadian Mounted Police (RCMP). Halifax Regional Police report to the Board of Police Commissioners who report to Regional Council. The Halifax District RCMP services are delivered through the Provincial Police Service Agreement where the Province bills HRM quarterly for 70% of these costs. The remaining 30% is covered by Public Safety Canada. It is an integrated service model with responsibilities for specific areas including Criminal Investigation Division, Courts Section, Records Section and Command Staff. Both Halifax Regional Police and Halifax District RCMP utilize a COMSTAT intelligence based policing model to focus and prioritize policing objectives related to people, places, patterns and problems.

Halifax Regional Police is responsible for policing Halifax, Dartmouth, Bedford and all communities extending from Bedford to Sambro Loop. Halifax District RCMP is divided into West Operations and East Operations. West Operations includes the communities of Tantallon, Lower Sackville and Cole Harbour. East Operations include Musquodoboit, Sheet Harbour, North Preston and North Central.

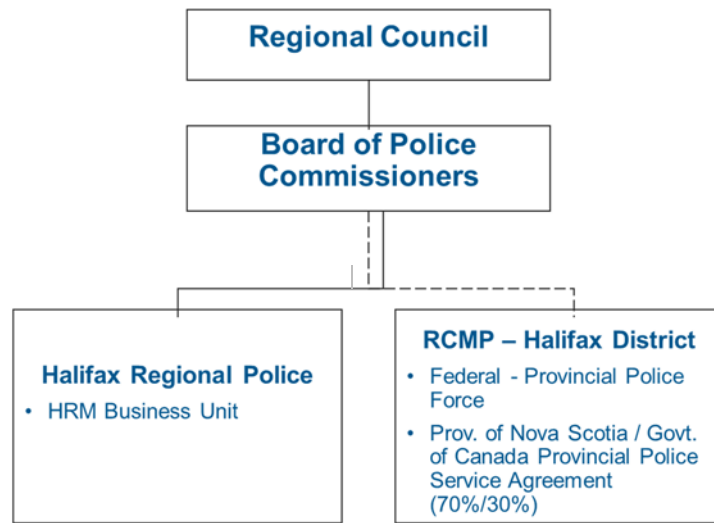
HALIFAX POLICE SERVICES OVERVIEW

Halifax Regional Police is committed to advancing Regional Council's priority outcomes as well as administrative priority outcomes particularly in the areas of:

- Healthy, Liveable Communities – Public Safety
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence

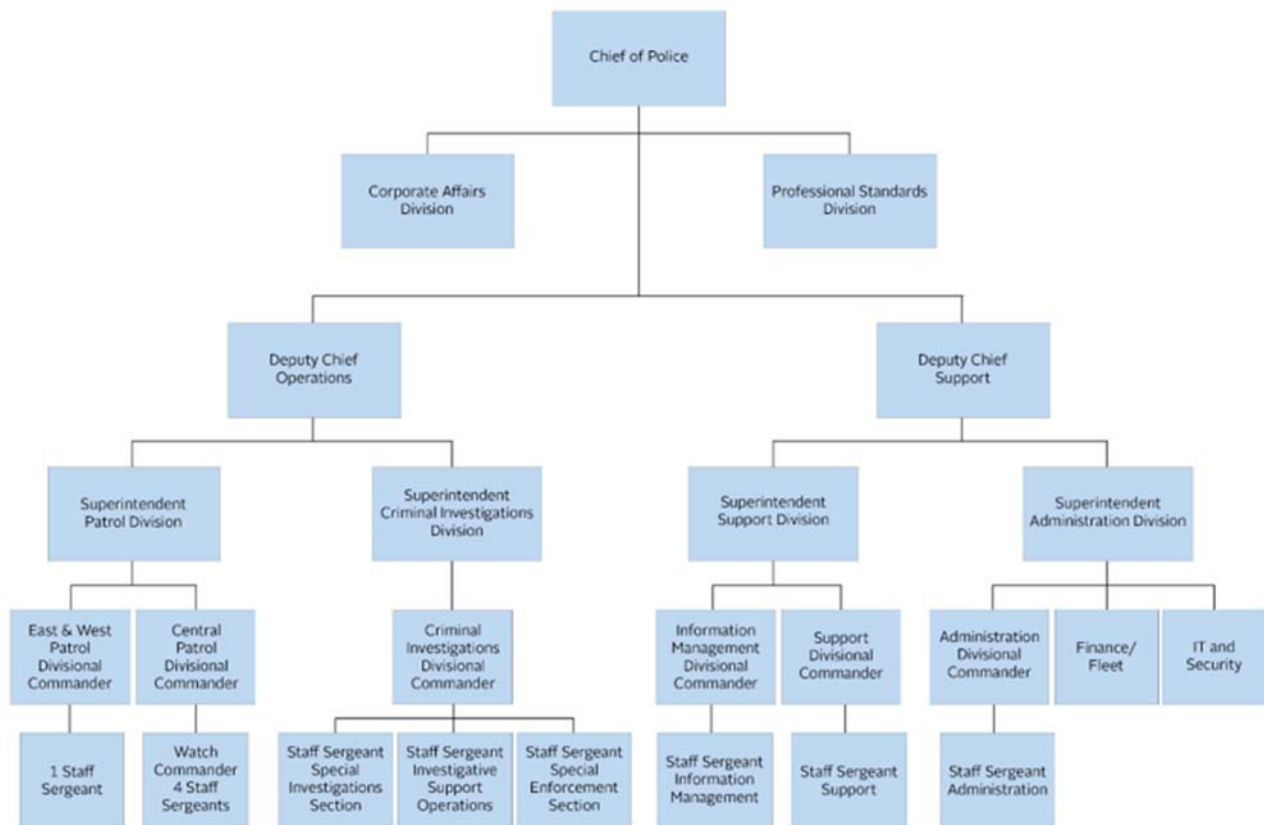
HRP & RCMP are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for a professional police service for all HRM that is both effective and efficient.

POLICE SERVICES ORG CHART

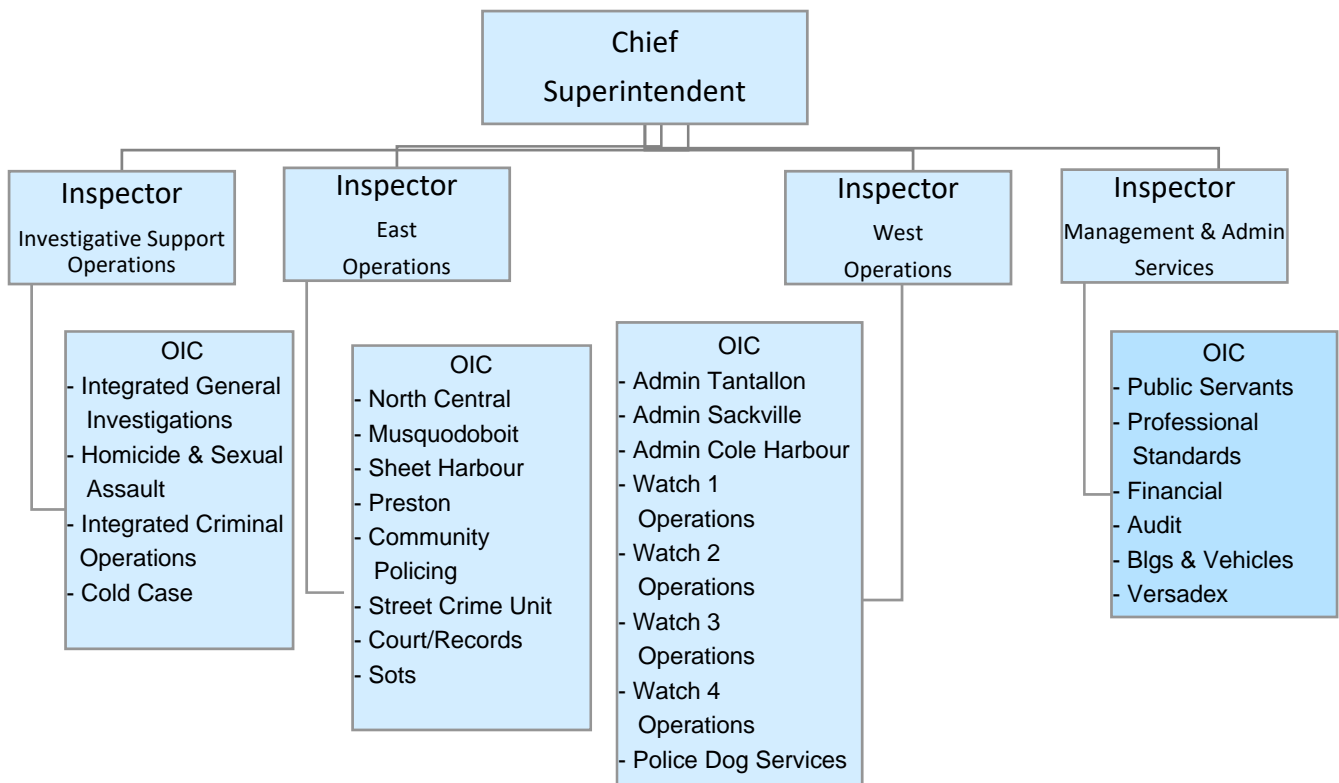


HALIFAX REGIONAL POLICE ORGANIZATIONAL CHART

Halifax Regional Police | New organizational chart (Senior Management)



ROYAL CANADIAN MOUNTED POLICE ORGANIZATION CHART



HRP FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Change (+/-)	2020/21 Budget
Full Time	741.0	(1.0)	740.0
Seasonal, Casual & Term	66.4	-	66.4
Total	807.4	(1.0)	806.4

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

RCMP HALIFAX FUNDED (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Change (+/-)	2020/21 Budget
Full Time	184.0	-	184.0
Seasonal, Casual & Term	-	-	-
Total	184.0	-	184.0



HRP TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Halifax Regional Police	16.6%	16.9%	16.8%
Average tax bill amount spent on Halifax Regional Police	\$319.10	\$332.20	\$335.70

* Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)

RCMP TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on the RCMP Halifax Detachment	5.1%	5.1%	5.0%
Average tax bill amount spent on the RCMP Halifax Detachment	\$97.20	\$99.90	\$102.80

* Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)

STRATEGIC INITIATIVES (2020/21)

The Halifax Regional Police is guided by a ten-year strategic plan (2015 – 2025) with three commitments.

HEALTHY, LIVEABLE COMMUNITIES

Crime Reduction and Improved Quality of Life

HRP will work to reduce crime and the victimization caused by criminal behavior.

GOVERNANCE AND ENGAGEMENT

Safe Communities and Partnerships

HRP commits to building and sustaining safe communities by collaboratively working with our partners.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Effective and Innovative Police Services

HRP is committed to operational performance excellence through continuous improvement, creating a learning culture, and progressive leadership.

DIVERSITY & INCLUSION

HRP will implement a comprehensive and inclusive response to the Halifax, Nova Scotia: Street Checks Report, including detailed short- and long-term action plans, involving enhanced training, community engagement and officer conduct. An African Canadian Community Liaison Committee is being established to foster positive relationships and to continually enhance our policy development, training and processes to better serve diverse communities.

HALIFAX REGIONAL POLICE BUDGETHALIFAX REGIONAL POLICE OPERATING BUDGET BY SERVICE AREA¹

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Chief's Office	\$ 4,748,790	\$ 4,457,900	\$ 4,907,000	\$ 4,411,500	\$ (46,400)	(1.0)
Operations Division	80,709,440	84,836,600	84,018,600	85,364,500	527,900	0.6
Net Total	\$ 85,458,230	\$ 89,294,500	\$ 88,925,600	\$ 89,776,000	\$ 481,500	0.5

¹ The current financial reporting structure (Chief's Office & Operations Division) identified in this Budget/Business Plan document will be amended going forward to reflect the new organizational structure and re-alignment in functional areas currently being implemented.

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 89,294,500
Compensation Changes:	
Compensation - Pressures including HRPAs step and WCB premiums, non-union adjustments/ISA approved in 2019/20 fiscal year, and 1 less working day in 2020/21, etc. No impact on service delivery. Contractually obligated.	290,700
Overtime - Pressure as a result of 2.75% estimated HRPAs annual rate increase. No impact on service delivery.	80,300
Court Time - Pressure as a result of 2.75% estimated HRPAs annual rate increase. No impact on service delivery.	36,500
Revenue Adjustments:	
Secondments Ending in 2019/20 - 3 secondments to the RCMP. No impact on service delivery.	442,700
Secondment Beginning - 1 secondment to the Nova Scotia Department of Justice began in 2019/20 fiscal year. No impact on service delivery.	(126,000)
Secondments Beginning - 3 secondments to the RCMP began during 2019/20 fiscal year. No impact on service delivery.	(349,700)
Secondment Beginning - 1 secondment to the United Nations began during 2019/20 fiscal year. No impact on service delivery.	(193,700)
Miscellaneous Cost Recovery Increases – Secondments and other billed back services including Airport Security, Port's Policing, Extra Duty assignments, etc. as a result of inflation and compensation related increases. No impact on service delivery.	(121,800)
Other Budget Adjustments:	
Biological Casework Analysis Agreement - 5% increase estimated based on discussions with Director of Contracts in the provincial finance department. No impact on service delivery.	19,200
Lake Patrol Contract - 2.5% increase estimated annually. No impact on service delivery.	2,000
Commissionaires of Nova Scotia Contract - 1.6% increase estimated in 2020/21. No impact on service delivery.	17,700
Facility Lease/Operating Costs - 3.5% increase estimated on all existing leased facility costs. No impact on service delivery.	44,200
Youth Advocate Program (YAP) - Increase as a result of program structure/funding adjustments over the past several years. (Offset overall for HRM through decrease in Fiscal Services). No impact on service delivery.	181,900
Compensation - Partial funding approved to go towards addressing critical staffing issues in Criminal Investigations, Professional Standards and Prisoner Care. Improved service delivery through additional resources to support sections identified above.	157,500
Total Change	\$ 481,500
2020/21 Budget	\$ 89,776,000

HALIFAX REGIONAL POLICE OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Compensation and Benefits	\$ 88,934,615	\$ 92,157,600	\$ 92,737,200	\$ 93,141,000	\$ 983,400	1.1
Office	543,400	542,200	497,400	538,600	(3,600)	(0.7)
External Services	2,783,074	2,480,900	2,744,000	2,481,900	1,000	-
Supplies	834,689	632,200	744,800	632,200	-	-
Materials	9,002	-	-	-	-	-
Building Costs	68,366	53,700	53,700	53,700	-	-
Equipment & Communications	1,459,032	1,649,500	1,570,300	1,648,800	(700)	-
Vehicle Expense	14,647	4,000	6,000	4,000	-	-
Other Goods & Services	2,033,333	2,388,300	2,174,300	2,145,000	(243,300)	(10.2)
Interdepartmental	(183,828)	(221,200)	(215,700)	(128,000)	93,200	(42.1)
Other Fiscal	(185,704)	(179,300)	(477,500)	(179,300)	-	-
Total Expenditures	96,310,626	99,507,900	99,834,500	100,337,900	830,000	0.8

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Transfers from other Gov'ts	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ -	-
Fee Revenues	(678,406)	(660,000)	(683,700)	(660,000)	-	-
Other Revenue	(6,373,991)	(5,753,400)	(6,425,200)	(6,101,900)	(348,500)	6.1
Total Revenues	(10,852,397)	(10,213,400)	(10,908,900)	(10,561,900)	(348,500)	3.4
Net Total	\$ 85,458,230	\$ 89,294,500	\$ 88,925,600	\$ 89,776,000	\$ 481,500	0.5

RCMP – OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
External Services	\$ 26,144,072	\$ 26,869,600	\$ 27,496,000	\$ 27,480,000	\$ 610,400	2.3
Net Total	\$ 26,144,072	\$ 26,869,600	\$ 27,496,000	\$ 27,480,000	\$ 610,400	2.3

RCMP - OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 26,869,600
Other Budget Adjustments:	
RCMP Contractual Increase	610,400
Total Changes	\$ 610,400
2020/21 Budget	\$ 27,480,000

HALIFAX REGIONAL POLICE SERVICE AREA PLANS (2020/21)

Chief's Office

The Halifax Regional Police is committed to supporting Regional Council priorities through the delivery of an effective and efficient police service that provides safety, peace, and order in our communities for residents and visitors. The Chief's Office is organized into two divisions, which emphasize service delivery to citizens and support Halifax Regional Municipality's strategic outcomes through executive leadership, professional standards, strategic direction, policy development, corporate planning, audit and risk management, research and strategic communications. The Chief's office provides overall direction and strategic guidance to HRP's four operational divisions: Patrol, Criminal Investigations Division, Administration and Support. These four divisions will report to two Deputy Chiefs. The Corporate Affairs and Professional Standards divisions report directly to the Chief of Police.

Services Delivered

GOVERNANCE AND ENGAGEMENT – PUBLIC ENGAGEMENT

Corporate Affairs

This service manages relationships with HRP's variety of external and internal stakeholders and supports the Chief in the delivery of strategic communications and public information programs, policy development, research and HRP's strategic and reporting priorities.

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Administration

This service manages human resources, finance, information management, ICT and front-line service delivery.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	MBNC Median* 2018
Number of police staff (sworn and civilian) per 100,000 population ** (Includes both HRP and RCMP Officers and civilian staff)	224	222	220	251
Total Cost for Police Services per Capita (Includes both HRP and RCMP) **	\$284	\$290	\$299	\$389

* Municipal Benchmarking Network Canada

** Population: 430, 512

Total cost for Police Services per capita increased in 2019/20 by \$9 due to a \$3.6M increase in operating costs, and a correction in population estimates from Statistics Canada (population baseline dropped from 431,701 to 430,512, which will increase per capita costs).

CHIEF’S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Halifax, Nova Scotia: Street Checks Report Response (Target: March 31, 2021)</p> <p>In collaboration with the Board of Police Commissioners, Dept. of Justice and the community, HRP will implement a comprehensive and inclusive response to the Halifax, Nova Scotia: Street Checks Report, including detailed short- and long-term action plans, involving enhanced training, community engagement and officer conduct.</p>
<p>African Nova Scotian Community Advisory Committee (Target: March 31, 2021)</p> <p>Informed by the findings of the Halifax, Nova Scotia: Street Checks Report Response and following up the Chief's apology to the ANS community, an African Nova Scotian community advisory committee will be established including representation from members of the community. This committee will provide key input on a Know Your Rights public awareness campaign on police interactions, training and HRP community engagement.</p>

Operations & Support

HRP is committed to supporting Regional Council priorities through the delivery of the front-line emergency response and follow-up service to citizens of HRM. It includes Operations and Support services spanning Patrol, Criminal Investigations Division, Support, and Administration.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

Crime Prevention

This service provides a proactive policing approach to improve the quality of life and sense of safety for citizens, while working in partnership with citizens through community programs and Community Policing Centres.

Response

This service provides a visible policing presence on HRM streets and responds to calls for assistance from the public.

Investigations

This service provides general and specialized investigative services.

Emergency Preparedness

This service delivers a planned and coordinated response to major emergencies, while minimizing the impact on the municipality and to citizens.

Victim Services

This service provides support to victims of crime, utilizing a coordinated response in cooperation with community-based services for victims of crime.

Crossing Guards

This service delivers and administers the crossing guard program throughout the municipality.

Integrated Emergency Services

This service provides integrated dispatching to Halifax Regional Police, Halifax District RCMP and Halifax Regional Fire and Emergency, as well as fielding non-emergency calls to Halifax Regional Police.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Administration

HRP administrative functions operate within the HRM Police Headquarters, located in downtown Halifax. This division employs specialized administrative and technical staff reporting to a sworn officer, a Superintendent. Administration includes Human Resources, Training, Finance, Fleet and Security.

Support

The Support Division was newly created during the 2020 Reorganization. It is headed by a Superintendent who will report to a second Deputy Chief position for Support. This division is responsible for various operational functions of HRP organization-wide and will consist of functions including information management, traffic and several other support functions.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	MBNC Median 2018*
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population **	4,994	5,264	5,488 (National Average)
Reported Number of Violent Criminal Code Incidents per 100,000 Population **	1,254	1,373	1,143 (National Average)
Number of Criminal Code incidents (Non-Traffic) per Police Officer	31	33	36
Total Crime Severity Index	66	67	75 (National Average)
Violent Crime Severity Index	89	96	82 (National Average)

* Municipal Benchmarking Network Canada

** Population: 430, 512

For the second year in a row there is an increase in the Crime Severity Index for 2018. The increase has been attributed to several factors, including a change in unfounded coding, a change in reporting patterns on certain crime types, as well as a possible increase in high-volume, low-severity crime types such as Level 1 Assault and Uttering Threats. The changes in coding and reporting have impacted other Canadian jurisdictions as well and are part of a national pattern for 2017. For 2018, the increase in Halifax CMA appears to be an increase in reported Level 1 Sexual Assaults. This increase was in large part due to a single historical sexual assault investigation begun in 2018 in Halifax that included over 150 historical reports of sexual assault, which are now included in the 2018 crime statistics.

OPERATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Community Survey (Target: March 31, 2021)</p> <p>HRP will implement the HRP Community Survey to gather key information on public safety matters and knowledge critical to operating an effective and innovative police force.</p>
Our People – Engaged Workforce
<p>Employee Recognition (Target: March 31, 2021)</p> <p>HRP will review its employee recognition initiatives, determine what changes are needed to achieve intended goals and create an implementation plan.</p>
<p>HRP Police Science Cadet Program (Target: March 31, 2021)</p> <p>Develop a timeline for the next program based on an analysis of staffing needs.</p>
Service Excellence – Performance Excellence
<p>HRP Secure Online Communications Portal (Target: March 31, 2021)</p> <p>HRP will develop and implement a plan to replace the outdated HRP Intranet site with an online communications portal to support HRP operations and employee engagement with appropriate levels of governance and security.</p>
<p>Succession Planning & Professional Development (Target: March 31, 2021)</p> <p>As part of the Chief of Police re-alignment, HRP will conduct a needs assessment to ensure effective succession planning and professional development through skill assessment, re-assignments and training.</p>
<p>Performance Excellence (Target: March 31, 2021)</p> <p>Increase HRP’s training capacity in HRM’s Performance Excellence model and identify new opportunities to collaborate with other business units. Apply relevant PE tools and techniques for continuous improvement starting with identified priority HRP projects.</p>

2020/21 Deliverables with Estimated Completion
<p>HRP Technology Road Map (Target: March 31, 2021)</p> <p>HRP will build on the consultant report to implement a plan that includes multiple projects in various stages of completion; some of which are contingent upon securing a funding allocation.</p>
Operational Risk Management
<p>Cyber Security & ICT (Target: March 31, 2021)</p> <p>There is a risk that HRP will not be able to meet security requirements for police operations. This is due to delay of implementation of the HRP Technology Roadmap resulting in security risk for HRP data/processes and inability to meet compliance standards. HRP will continue to implement the Technology Roadmap by securing the required project funding support to ensure risk mitigation.</p>
<p>HRP Facilities Plan (Target: March 31, 2021)</p> <p>The current HQ facility is inadequate and poses an operational risk that will continue until upgrades are completed to address deficiencies or a new facility is constructed. HRP will utilize the HRM capital budget process to continue project development.</p>
<p>Additional Officer Program (Target: March 31, 2021)</p> <p>There is the potential for a funding gap for Halifax Regional Police if there is any decrease in the provincial program or if it is eliminated entirely. The funding is dependent on provincial budget process. HRP will continue to monitor and track this risk.</p>
<p>Staffing in Critical Areas (Target: March 31, 2021)</p> <p>Current staffing levels in HRP pose an organizational risk that impacts the integrity of investigative services, professional standards and the safety and security of those in HRP care. HRP will review and evaluate resourcing levels to determine appropriate resourcing and advance budget priorities to mitigate public safety risks.</p>
<p>HRP Intranet (Target: March 31, 2021)</p> <p>HRP Intranet is housed on an outdated platform that can no longer be supported and does not meet security requirements. HRP will utilize the Technology Road Map to support the implementation of a secure HRP online communications portal to mitigate this risk.</p>

Summary of Net Expenditures - Halifax Regional Police

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
P110 Professional Stds	280,399	221,500	230,600	295,600	74,100	33.5
P125 Audit & Policy	441,818	479,800	460,300	480,000	200	0.0
P222 LEOSH Conference 2015	89	-	-	-	-	-
P255 Exhibits & Property	918,459	722,900	744,100	743,000	20,100	2.8
P370 Booking	986,059	856,600	1,015,000	846,600	(10,000)	(1.2)
**** Executive Office	2,626,823	2,280,800	2,450,000	2,365,200	84,400	3.7
P105 Chief's Office	1,375,659	1,471,500	1,551,700	1,331,300	(140,200)	(9.5)
P115 Legal	193,259	60,400	299,600	60,400	-	-
P120 Public Affairs	529,759	620,700	581,200	630,100	9,400	1.5
P135 Board Of Police C	23,290	24,500	24,500	24,500	-	-
**** Chief's Division	<u>2,121,967</u>	<u>2,177,100</u>	<u>2,457,000</u>	<u>2,046,300</u>	<u>(130,800)</u>	<u>(6.0)</u>
***** Chief's Office	4,748,790	4,457,900	4,907,000	4,411,500	(46,400)	(1.0)
A551 City Watch	71,008	110,300	107,300	111,200	900	0.8
P405 Deputy Operations	960,664	894,600	1,013,500	672,600	(222,000)	(24.8)
S120 FOIPOP Coordinator	58,333	66,300	65,500	68,800	2,500	3.8
**** Deputy Operations	1,090,005	1,071,200	1,186,300	852,600	(218,600)	(20.4)
P312 SES Technical Unit	574,759	723,600	696,700	787,200	63,600	8.8
P313 VICLAS	140,021	148,700	163,200	148,800	100	0.1
P314 Computer Forensics	483,895	615,200	646,000	622,700	7,500	1.2
P315 Inves. Call BackUnit	409	5,100	5,100	5,100	-	-
P316 CID	(2,654,325)	(2,526,200)	(2,900,400)	(2,738,100)	(211,900)	8.4
P317 CATS Clearing Account	1,889,098	-	-	-	-	-
P320 Polygraph	255,413	258,900	282,400	260,600	1,700	0.7
P325 Identification	2,291,095	2,273,400	2,265,200	2,285,200	11,800	0.5
P330 Fraud Unit	1,059,889	1,117,500	1,108,600	1,121,300	3,800	0.3
P335 Special Enforcement	1,681,748	1,780,000	1,740,000	1,785,700	5,700	0.3
P340 Criminal Intel Unit	1,208,426	1,166,400	1,265,600	1,168,100	1,700	0.1
P345 Vice	948,624	957,200	940,200	971,700	14,500	1.5
P355 Crime Stoppers	-	-	-	-	-	-
P360 GIS	3,467,113	3,841,300	3,670,900	3,866,500	25,200	0.7
P375 Major Crime	3,185,392	3,434,400	3,676,500	3,934,400	500,000	14.6
P380 Crime Analysis	1,232,232	1,505,000	1,424,000	1,355,400	(149,600)	(9.9)
**** Criminal Investigations Div	15,763,789	15,300,500	14,984,000	15,574,600	274,100	1.8
A450 Integrated Emerg Srv	7,194,065	7,937,400	7,572,300	7,981,800	44,400	0.6
A452 Eric Spicer-Operatio	-	-	-	-	-	-
** Emergency 911 Communication	7,194,065	7,937,400	7,572,300	7,981,800	44,400	0.6
N711 Dispatch Centre	105,245	105,700	105,700	105,700	-	-
* Dispatch	105,245	105,700	105,700	105,700	-	-
N721 HRP	278,366	281,800	281,800	281,800	-	-
* Police	278,366	281,800	281,800	281,800	-	-
N731 Core Fire & EMO	1,336	3,000	3,000	3,000	-	-
N732 Rural Fire	604,062	676,300	676,300	676,300	-	-
* Fire	605,398	679,300	679,300	679,300	-	-
** Integrated Dispatch Communi	989,009	1,066,800	1,066,800	1,066,800	-	-
*** Integrated Emergency Servic	8,183,074	9,004,200	8,639,100	9,048,600	44,400	0.5
P235 Extra Duty	(159,360)	(104,700)	(129,700)	(104,700)	-	-
P240 SOTS	374,730	472,800	452,400	460,000	(12,800)	(2.7)
P245 Court Officers	1,516,337	1,581,300	1,569,900	1,527,000	(54,300)	(3.4)
P265 Records	302,246	400,200	372,300	425,900	25,700	6.4
P310 R.A.P.I.D.	-	5,900	5,900	5,900	-	-
P311 Projects Unit	711,821	909,400	909,400	962,200	52,800	5.8
*** Information Services	2,745,774	3,264,900	3,180,200	3,276,300	11,400	0.3

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
P210 EAP	211,396	184,100	184,100	150,600	(33,500)	(18.2)
P220 Human Resources	969,019	814,100	858,000	798,800	(15,300)	(1.9)
P225 Training	1,684,242	1,649,800	1,470,100	1,530,800	(119,000)	(7.2)
P505 Police Science Train	(85)	-	(124,100)	-	-	-
*** Human Resources	2,864,573	2,648,000	2,388,100	2,480,200	(167,800)	(6.3)
P130 Facilities & Prop.	115,222	137,500	112,000	137,500	-	-
P205 Superintendent's Off	797,323	831,800	666,800	832,500	700	0.1
P208 Back Check	(234,141)	(175,300)	(220,300)	(171,500)	3,800	(2.2)
P230 Finance	468,151	511,700	496,700	519,600	7,900	1.5
P250 Fleet Maintenance	88,275	80,000	80,000	80,000	-	-
P270 Commissioners	1,156,424	1,064,000	1,137,600	1,079,500	15,500	1.5
P445 Marine	83,116	81,600	81,600	83,600	2,000	2.5
*** Corporate Services	2,474,370	2,531,300	2,354,400	2,561,200	29,900	1.2
**** Administration	16,267,791	17,448,400	16,561,800	17,366,300	(82,100)	(0.5)
P415 Central	13,142,475	14,435,100	14,717,600	14,520,300	85,200	0.6
P475 QRU - Central Patrol	897,075	984,600	995,900	943,000	(41,600)	(4.2)
*** Operations Central	14,039,549	15,419,700	15,713,500	15,463,300	43,600	0.3
P425 East	12,209,166	13,402,600	13,431,400	13,622,400	219,800	1.6
P490 QRU - East Patrol	913,385	937,600	904,300	924,800	(12,800)	(1.4)
*** Operations East	13,122,551	14,340,200	14,335,700	14,547,200	207,000	1.4
P420 West	11,461,690	12,006,800	12,039,000	11,927,300	(79,500)	(0.7)
P495 QRU - West Patrol	909,496	938,000	895,600	896,400	(41,600)	(4.4)
*** Operations West	12,371,186	12,944,800	12,934,600	12,823,700	(121,100)	(0.9)
E123 Comm. Response	15	30,200	26,400	30,200	-	-
P365 Accidents	275,468	263,600	270,000	265,300	1,700	0.6
P410 Shared Resources	2,231,780	1,756,700	2,026,000	1,998,100	241,400	13.7
P430 Victim Service	308,572	271,600	271,600	261,600	(10,000)	(3.7)
P435 Canine	65,164	32,700	31,400	32,700	-	-
P440 ERT	61,993	154,400	104,400	154,400	-	-
P450 Public Safety Unit	(297,036)	36,700	36,700	36,700	-	-
P455 Bike Patrol	23,597	16,000	16,000	16,000	-	-
P460 Sch. Crossing Guard	1,718,697	1,791,000	1,803,500	1,845,600	54,600	3.0
P465 Mounted	290,570	264,700	264,700	266,100	1,400	0.5
P470 Port's Policing	95,205	131,500	42,500	126,500	(5,000)	(3.8)
P480 CR/CP	1,115,829	1,136,500	1,155,900	1,142,800	6,300	0.6
P481 Youth Advocate Prg	790,152	779,100	779,100	961,000	181,900	23.3
P485 Traffic	1,325,344	1,513,700	1,483,200	1,512,700	(1,000)	(0.1)
P486 Mental Health Crisis	277,881	232,800	244,300	223,300	(9,500)	(4.1)
P488 Aviation Security	(228,663)	(99,400)	(253,000)	(136,200)	(36,800)	37.0
*** Shared Services	8,054,568	8,311,800	8,302,700	8,736,800	425,000	5.1
**** Patrol Operations	<u>47,587,855</u>	<u>51,016,500</u>	<u>51,286,500</u>	<u>51,571,000</u>	<u>554,500</u>	<u>1.1</u>
***** Operations Division	80,709,440	84,836,600	84,018,600	85,364,500	527,900	0.6
***** HRM Police	85,458,230	89,294,500	88,925,600	89,776,000	481,500	0.5
Net Total	85,458,230	89,294,500	88,925,600	89,776,000	481,500	0.5

Summary Details - Halifax Regional Police

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	66,961,417	71,484,800	69,816,300	71,408,700	(76,100)	(0.1)
6002 Salaries - Overtime	3,946,160	2,921,300	4,073,400	3,001,600	80,300	2.7
6003 Wages - Regular	-	132,400	132,400	132,400	-	-
6005 PDP & Union Con Incr	(306,582)	-	(116,200)	-	-	-
6050 Court Time	1,257,693	1,326,000	1,192,200	1,362,500	36,500	2.8
6051 Shift Agreements	85,486	-	-	-	-	-
6052 Shift Differentials	274,327	403,700	403,700	403,700	-	-
6053 Extra Duty	735,047	612,400	687,400	612,400	-	-
6054 Vacation payout	63,911	-	65,200	-	-	-
6099 Other Allowances	-	17,000	30,000	17,000	-	-
6100 Benefits - Salaries	13,573,622	14,005,800	13,710,200	13,869,900	(135,900)	(1.0)
6110 Vacancy Management	-	(977,100)	-	(977,100)	-	-
6152 Retirement Incentives	737,487	809,900	809,900	795,000	(14,900)	(1.8)
6154 Workers' Compensation	296,619	309,500	607,700	984,600	675,100	218.1
6155 Overtime Meals	110	-	-	-	-	-
6156 Clothing Allowance	431,039	418,100	418,100	418,100	-	-
6157 stipends	3,000	-	-	-	-	-
6164 On the Job injuries	244,263	244,400	294,400	244,400	-	-
6199 Comp & Ben InterDept	619,833	449,400	612,500	867,800	418,400	93.1
9200 HR CATS Wage/Ben	9,387	-	-	-	-	-
9210 HR CATS OT Wage/Ben	1,796	-	-	-	-	-
* Compensation and Benefits	88,934,615	92,157,600	92,737,200	93,141,000	983,400	1.1
6201 Telephone/Cable	145,906	173,600	157,600	173,300	(300)	(0.2)
6202 Courier/Postage	32,432	29,100	29,100	29,100	-	-
6203 Office Furn/Equip	125,818	101,700	85,700	101,700	-	-
6204 Computer S/W & Lic	90,942	100,000	100,000	100,000	-	-
6205 Printing & Reprod	193	3,600	3,600	2,500	(1,100)	(30.6)
6207 Office Supplies	147,856	134,200	121,400	132,000	(2,200)	(1.6)
6299 Other Office Expenses	254	-	-	-	-	-
* Office	543,400	542,200	497,400	538,600	(3,600)	(0.7)
6301 Professional Fees	11,419	-	-	-	-	-
6302 Legal Fees	192,743	60,400	310,000	60,400	-	-
6303 Consulting Fees	63,871	37,900	5,900	-	(37,900)	(100.0)
6304 Janitorial Services	142,087	139,700	139,700	139,700	-	-
6305 Property Appraisal	(71)	-	-	-	-	-
6311 Security	81,720	55,900	30,400	55,900	-	-
6312 Refuse Collection	10,597	15,000	15,000	15,000	-	-
6315 Outside Policing	85,525	253,400	247,400	253,400	-	-
6399 Contract Services	2,195,183	1,918,600	1,995,600	1,957,500	38,900	2.0
* External Services	2,783,074	2,480,900	2,744,000	2,481,900	1,000	0.0
6401 Uniforms & Clothing	265,702	203,200	274,400	203,200	-	-
6402 Med & First Aid Supp	1,990	-	-	-	-	-
6403 Patrol Equip Supplies	529,162	398,400	422,400	398,400	-	-
6404 Rec Prog Supplies	454	-	-	-	-	-
6405 Photo Supp & Equip	33,843	20,000	37,400	20,000	-	-
6407 Clean/Sani Supplies	2,526	5,700	5,700	5,700	-	-
6409 Personal Protect Equ	444	-	-	-	-	-
6499 Other Supplies	566	4,900	4,900	4,900	-	-
* Supplies	834,689	632,200	744,800	632,200	-	-
6504 Hardware	9,002	-	-	-	-	-
* Materials	9,002	-	-	-	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6605 Municipal Taxes	76	-	-	-	-	-
6607 Electricity	981	6,400	6,400	6,400	-	-
6611 Building - Interior	11,864	-	-	-	-	-
6699 Other Building Cost	55,446	47,300	47,300	47,300	-	-
* Building Costs	68,366	53,700	53,700	53,700	-	-
6701 Equipment Purchase	312,299	385,900	270,900	385,900	-	-
6702 Small Tools	734	-	-	-	-	-
6703 Computer Equip/Rent	23,750	10,000	40,800	10,000	-	-
6704 Equipment Rental	1,121	1,800	5,800	1,800	-	-
6705 Equip - R&M	65,088	95,200	95,200	94,500	(700)	(0.7)
6706 Computer R&M	-	8,700	8,700	8,700	-	-
6707 Plumbing & Heating	5,160	-	-	-	-	-
6708 Mechanical Equipment	5,813	4,100	4,100	4,100	-	-
6711 Communication System	792,053	885,100	886,100	885,100	-	-
6731 Airtime	253,014	258,700	258,700	258,700	-	-
* Equipment & Communications	1,459,032	1,649,500	1,570,300	1,648,800	(700)	(0.0)
6802 Vehicle R&M	6,198	-	2,000	-	-	-
6803 Vehicle Fuel - Diesel	2,809	3,000	3,000	3,000	-	-
6804 Vehicle Fuel - Gas	720	1,000	1,000	1,000	-	-
6806 Vehicle Rentals	4,920	-	-	-	-	-
* Vehicle Expense	14,647	4,000	6,000	4,000	-	-
6901 Membership Dues	38,553	34,200	34,200	34,200	-	-
6902 Conferences/Workshop	42,757	25,200	25,200	25,200	-	-
6903 Travel - Local	26,719	26,900	32,900	13,900	(13,000)	(48.3)
6904 Travel - Out of Town	274,124	338,200	348,200	337,700	(500)	(0.1)
6905 Training & Education	225,850	282,700	316,700	278,100	(4,600)	(1.6)
6906 Licenses & Agreements	20,416	84,800	84,800	84,800	-	-
6907 Commission Fees	270	-	-	-	-	-
6909 Cost of Sales	27	-	-	-	-	-
6911 Facilities Rental	1,236,912	1,234,600	1,174,500	1,278,800	44,200	3.6
6912 Advertising/Promotio	72,242	20,500	25,500	20,500	-	-
6913 Awards	734	-	-	-	-	-
6915 Research Data Acquis	-	11,500	11,500	10,000	(1,500)	(13.0)
6917 Books and Periodicals	15,469	10,400	10,400	10,400	-	-
6918 Meals	44,704	29,300	42,300	29,300	-	-
6919 Special Projects	22,261	280,500	50,600	12,600	(267,900)	(95.5)
6928 Committee Expenses	-	500	500	500	-	-
6938 Rewarding Excellence	9,038	9,000	17,000	9,000	-	-
6943 Health and Wellness	188	-	-	-	-	-
6999 Other Goods/Services	3,068	-	-	-	-	-
* Other Goods & Services	2,033,333	2,388,300	2,174,300	2,145,000	(243,300)	(10.2)
7008 ItnTrsf IT & Commun	-	-	4,000	-	-	-
7009 Internal Trfr Other	13,013	(500)	(500)	92,700	93,200	(18,640.0)
7010 IntTrfr Insur Funds	(704)	-	-	-	-	-
7011 Int Trf Record Check	(5,110)	(3,300)	(3,300)	(3,300)	-	-
7012 Int Trf Print/Reprod	-	-	1,500	-	-	-
7013 Int Trf Extra Duty	(191,027)	(217,400)	(217,400)	(217,400)	-	-
* Interdepartmental	(183,828)	(221,200)	(215,700)	(128,000)	93,200	(42.1)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
8003 Insurance Pol/Prem	47,696	54,100	54,100	54,100	-	-
8008 Transf to/fr Reserve	(233,400)	(233,400)	(531,600)	-	233,400	(100.0)
8030 Tfr Fr Resvs to Oper	-	-	-	(258,400)	(258,400)	-
8031 Tfr To Resvs Fr Oper	-	-	-	25,000	25,000	-
* Other Fiscal	(185,704)	(179,300)	(477,500)	(179,300)	-	-
** Total	96,310,626	99,507,900	99,834,500	100,337,900	830,000	0.8

Summary Details - Halifax Regional Police

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4703 Cond.Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-
5250 Sales of Svcs-Other	(570,115)	(555,000)	(578,700)	(555,000)	-	-
5256 SOT Revenue	(108,292)	(105,000)	(105,000)	(105,000)	-	-
* Fee Revenues	(678,406)	(660,000)	(683,700)	(660,000)	-	-
5508 Recov External Parti	(5,486,311)	(5,001,200)	(5,531,000)	(5,314,100)	(312,900)	6.3
5600 Miscellaneous Revenue	(887,679)	(752,200)	(894,200)	(787,800)	(35,600)	4.7
* Other Revenue	(6,373,991)	(5,753,400)	(6,425,200)	(6,101,900)	(348,500)	6.1
** Total	(10,852,397)	(10,213,400)	(10,908,900)	(10,561,900)	(348,500)	3.4
Net Total	85,458,230	89,294,500	88,925,600	89,776,000	481,500	0.5

Summary of Net Expenditures - RCMP

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
P710 RCMP	26,144,072	26,869,600	27,496,000	27,480,000	610,400	2.3
* RCMP	26,144,072	26,869,600	27,496,000	27,480,000	610,400	2.3
Net Total	26,144,072	26,869,600	27,496,000	27,480,000	610,400	2.3

HALIFAX

HALIFAX TRANSIT

2020/21 BUDGET AND BUSINESS PLAN

MISSION

WORKING TOGETHER TO PROVIDE A SAFE, RELIABLE AND
SUSTAINABLE TRANSIT SYSTEM

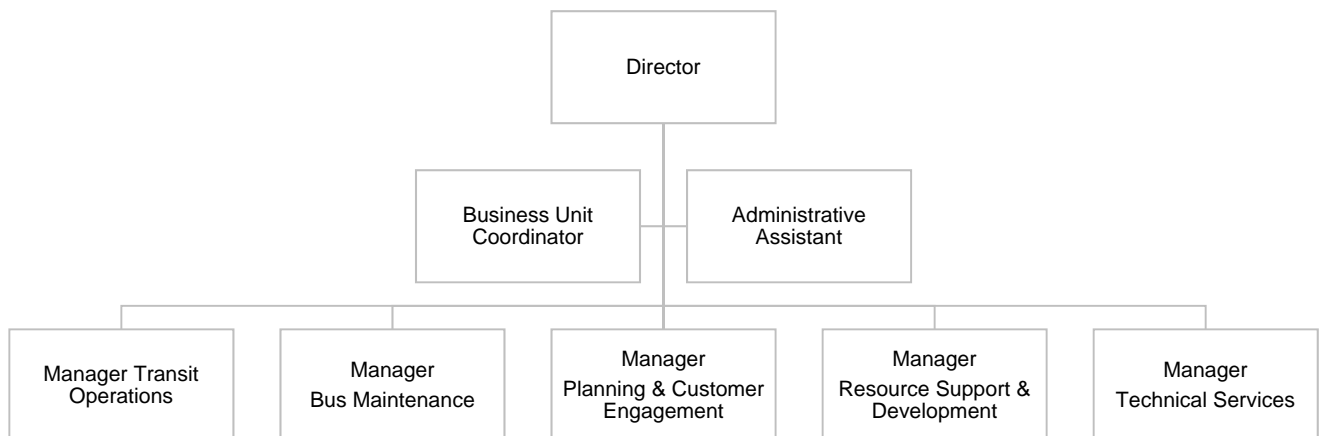
HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council's priority outcomes of:

- Transportation - Interconnected and Strategic Growth;
- Transportation - A Well-maintained Transportation Network;
- Transportation - A Safe and Accessible Transportation Network; and
- Healthy, Liveable Communities - Energy and Environment.

This is achieved through public transit services that support approximately 20 million passenger trips, 27 million passenger boardings annually. Halifax Transit operates 353 conventional buses, 5 ferries and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1000 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots.

HALIFAX TRANSIT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	Change (+/-)	2020/21 Budget
Full Time	1,030.0	15.6	1045.6
Seasonal, Casual and Term	6.1	(3.2)	2.9
Total	1,036.1	12.4	1,048.5

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Halifax Transit	15.7%	16.0%	15.0%
Average tax bill amount spent on Halifax Transit	\$300.70	\$315.30	\$299.70

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

** 2020/21 excludes debt, capital from operating and commercial taxes related to Transit Taxation*

STRATEGIC INITIATIVES (2020/21)

TRANSPORTATION – A WELL-MAINTAINED TRANSPORTATION NETWORK

Transit Asset & Infrastructure Renewal

Halifax Transit will continue to promote transit as a key component of an integrated transportation system, as a competitor to the single occupant vehicle. To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional and Access-A-Bus vehicles.

TRANSPORTATION – A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Transit Accessibility

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option for more persons with reduced mobility, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

Transit Technology

Through the implementation of improved transit technology including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

TRANSPORTATION – INTERCONNECTED AND STRATEGIC GROWTH

Transit Service Plan

Halifax Transit intends to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

DIVERSITY & INCLUSION

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Transit will focus on equitable employment and accessible information and communication.

HALIFAX TRANSIT BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Transportation			
Interconnected and Strategic Growth	Moving Forward Together Plan Implementation	3,470,000	833,800
	Ragged Lake Transit Centre Expansion	3,500,000	-
	West Bedford Park & Ride (design)	315,000	-
A Safe and Accessible Transportation Network	Bus Stop Accessibility/Improvements	300,000	100,000
A Well-Maintained Transportation Network	Conventional Bus Replacement	19,720,000	-
	Access-A-Bus Replacement	1,170,000	-
	Woodside Ferry Terminal Upgrades	4,500,000	-
	Transit Facility Investment Strategy	600,000	-

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Access-A-Bus Service	\$ 5,707,386	\$ 7,482,200	\$ 6,545,200	\$ 7,544,400	\$ 62,200	0.8
Conventional Service	56,505,029	63,008,700	60,694,500	63,504,200	\$ 495,500	0.8
Ferry Service	2,246,302	3,343,100	3,683,300	3,873,700	\$ 530,600	15.9
Transit Facilities	4,510,491	4,060,900	4,424,600	4,360,900	\$ 300,000	7.4
Fiscal Transit	(69,643,905)	(77,894,900)	(77,872,100)	(48,736,300)	\$ 29,158,600	(37.4)
Net Total	\$ (674,697)	\$ -	\$ (2,524,500)	\$ 30,546,900	\$ 30,546,900	-

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ -
Compensation Changes:	
New positions and salary increases	2,849,800
Revenue Adjustments:	
Area rate revenue	(1,966,800)
Increase to fare revenue	(1,105,700)
Other revenue adjustments	(135,000)
Net revenues and expenses moved to Fiscal	30,405,400
Other Budget Adjustments:	
Fuel Price Decrease - \$0.80 to \$0.68 per litre	(996,500)
Annual Ferry Refit	425,000
Facility/Maintenance Space Rentals	120,000
Vehicle expenses	(288,500)
Rural Transit Funding	620,000
Computer software licenses increase	230,000
Equipment repairs (related to aging infrastructure)	210,000
Other expenses - Office/Bldgs/Supplies/Services	179,200
Total Change	\$ 30,546,900
2020/21 Budget	\$ 30,546,900

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Compensation and Benefits	\$ 74,581,634	\$ 81,968,000	\$ 79,720,700	\$ 84,817,800	\$ 2,849,800	3.5
Office	782,963	1,201,200	1,259,700	1,438,200	237,000	19.7
External Services	1,920,918	2,022,000	2,107,100	2,272,000	250,000	12.4
Supplies	1,018,930	1,040,900	1,171,700	1,078,100	37,200	3.6
Materials	163,031	150,000	152,700	150,000	-	-
Building Costs	2,858,697	2,540,400	2,641,800	2,635,400	95,000	3.7
Equipment & Communications	1,083,263	1,005,500	1,261,400	1,250,500	245,000	24.4
Vehicle Expense	21,950,315	23,190,100	23,794,500	22,035,100	(1,155,000)	(5.0)
Other Goods & Services	1,814,607	1,460,600	1,429,300	1,630,600	170,000	11.6
Interdepartmental	(36,944)	(100,000)	(80,000)	(100,000)	-	-
Debt Service	3,361,251	3,840,300	3,840,300	-	(3,840,300)	(100.0)
Other Fiscal	5,638,448	2,872,700	2,872,700	620,000	(2,252,700)	(78.4)
Total Expenditures	115,137,113	121,191,700	120,171,900	117,827,700	(3,364,000)	(2.8)

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Tax Revenue	\$ (35,471,000)	\$ (37,118,400)	\$ (37,118,400)	\$ -	\$ 37,118,400	(100.0)
Area Rate Revenue	(45,344,288)	(47,633,600)	(47,687,500)	(49,600,400)	(1,966,800)	4.1
Fee Revenues	(33,713,043)	(35,391,700)	(36,671,000)	(36,507,400)	(1,115,700)	3.2
Other Revenue	(1,283,478)	(1,048,000)	(1,219,500)	(1,173,000)	(125,000)	11.9
Total Revenues	(115,811,810)	(121,191,700)	(122,696,400)	(87,280,800)	33,910,900	(28.0)
Net Total	\$ (674,697)	\$ -	\$ (2,524,500)	\$ 30,546,900	\$ 30,546,900	-

HALIFAX TRANSIT SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Our People
Equitable Employment (Target: March 31, 2021) Halifax Transit will continue to improve recruitment marketing and communication to remove barriers and provide equal opportunity to all. In 20/21 marketing campaigns and community outreach sessions will be held.
Employee Engagement Action Items (Target: March 31, 2021) Halifax Transit will continue to implement employee engagement action items related to improving communication, training and development, with the goal to improve employee satisfaction.
Social Development
Accessible Information and Communication (Target: March 31, 2021) Halifax Transit will continue to consider inclusivity when planning information and communication tactics related to transit route network changes. This will include developing a strategy to reduce language and access barriers, and working with stakeholders to ensure communities are actively engaged.
Governance and Engagement
Strategic Communications Plan (Target: March 31, 2021) Halifax Transit will implement a strategic communications plan, to include marketing and social media plans.

ACCESS-A-BUS SERVICE

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 47 vehicles, traveling 2,000,000 kilometers annually to provide more than 165,000 passenger trips each year.

Services Delivered

TRANSPORTATION - A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Paratransit Service

Paratransit service for persons who are unable to use the conventional transit system.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	163,179	173,901	181,704	185,875
Revenue/Cost Ratio	0.04	0.04	0.04	0.04
Customer Service (requests addressed within standard)	77%	80%	85%	90%

ACCESS-A-BUS RIDERSHIP

Access-A-Bus ridership has increased over the last few years, largely due to the approval of the Access-A-Bus Continuous Improvement Service Plan and scheduling system software upgrades. As the execution of this plan continues, further streamlining processes and improving service delivery, ridership is expected to continue to grow as more requests can be accommodated.

ACCESS-A-BUS SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation– A Safe and Accessible Transportation Network
Continuous Service Improvement Plan (Target: March 31, 2021) The Access-A-Bus Continuous Service Improvement Plan provides an actionable framework that will result in streamlined processes and operating efficiencies. Plan implementation will provide increased capacity and ridership, improved booking windows, and reduced wait-list times.

CONVENTIONAL TRANSIT SERVICE

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service serves over 20 million passenger trips annually and travels more than 19,000,000 kilometres.

Services Delivered

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Operating Conventional Transit Routes

consisting of 62 fixed-route services, 1 MetroLink limited stop bus rapid route, 3 Regional Express routes to outlying rural areas.

Employee and Customer Support

providing bus operator training, along with support related to administration, employee development, customer service and technology.

Transit Planning and Scheduling

planning short, medium, and long term service changes and improvements in route scheduling including operator duties and rosters.

Sustainable Transportation Programs

developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

TRANSPORTATION - A WELL-MAINTAINED TRANSPORTATION NETWORK

Bus Fleet Planning, Acquisition, and Disposal

strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

Bus Cleaning, Servicing, Repair and Maintenance

servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Stop Improvements

monitoring and maintaining the condition of existing bus stops and identifying the need for new bus stops, and bus stop amenities such as benches and shelters.

Capital Projects

strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	17,186,133	18,206,404	19,023,290	19,607,685
Number of Regular Service Passenger Trips per Capita in Service Area	55.0	55.0	57.1	58.4
Passengers per Service Hour	19.8	20.1	20.3	20.3
Revenue Vehicle Hour per Capita in Service Area	2.8	2.7	2.8	2.9
Total Cost (Expenses) per Revenue Vehicle Hour	\$102.54	\$101.85	\$106.80	\$105.15
Operating Expense per Passenger	\$5.17	\$5.08	\$5.25	\$5.17
Passenger Revenue per Passenger / Average Fare	\$1.71	\$1.68	\$1.68	\$1.68
Revenue/Cost Ratio*	0.33	0.33	0.32	0.33

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Requests Addressed within Standard	96%	96%	93%	90%

* Direct operating costs

Note: MBNCanada measures are based on data provided from other transit agencies and include multiple service types (including streetcar, light rail, heavy rail, commuter rail, and ferry) in addition to conventional service.

Ridership growth in recent years has exceeded expectations. As part of the Moving Forward Together Plan, service changes in November 2017 resulted in over a 50% increase in ridership for the impacted routes, and kicked off a series of increases, driving overall network-wide performance indicators. This trend is expected to continue, as passengers adapt to the November 2019 service changes. Additional transit network changes are planned for 2020/21, but are more modest than in recent years.

CONVENTIONAL TRANSIT SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation - Interconnected and Strategic Growth
<p>Moving Forward Together Plan 20/21 Changes (Target: Nov 30, 2020)</p> <p>To improve the efficiency and effectiveness of the transit network, Halifax Transit will implement the 20/21 network design changes, including introduction of new service, changes to existing routes, and removal of service, as part of the implementation of the Moving Forward Together Plan</p>
<p>Transit Priority Measures - Bayers Road, Young Street/Robie Street (Target: March 31, 2021)</p> <p>Halifax Transit will continue to pursue the implementation of transit priority measures on major strategic multi-modal corridors. Specifically, the first phase of a project to include transit lanes on Bayers Road will commence, and construction will also occur on the first phase of the Young Street/Robie Street corridor.</p>
<p>West Bedford Park and Ride - Design (Target: March 31, 2021)</p> <p>In 2015, Halifax Transit purchased land on Innovation Drive for the purposes of building a Park & Ride facility to accommodate a 350-400 car Park & Ride, and a four-bay bus platform. In 20/21, the design of this facility will be completed, in preparation for construction.</p>
Transportation - A Well Maintained Transportation Network

2020/21 Deliverables with Estimated Completion

Ragged Lake Transit Centre Expansion – Begin Construction (Target: March 31, 2021)

The Burnside Transit Centre is at capacity and the Ragged Lake facility is nearing capacity. Expansion of the Ragged Lake Transit Facility is required to allow for the growth associated with the Moving Forward Together Plan (MFTP). Functional designs are complete, and in 20/21, the design will be finalized, and construction will commence, and will last for two years.

Healthy, Liveable Communities - Energy and Environment

Electric Bus Pilot – Establish a project management office (Target: Sept 30, 2020)

To support an electric bus pilot project, Halifax Transit will establish a project management office and begin to develop a procurement plan, implement necessary infrastructure and support efforts to reduce Green House Gas emissions.

Service Excellence – Performance Excellence

Fare Management Project – Phase 2 (Target: March 31, 2021)

To improve the fare payment options available to riders, increase boarding efficiency, and reduce the reliance on currency and tickets, Halifax Transit will begin implementation of the second phase of a fare management solution. In 20/21, additional payment methods will be introduced.

Fixed Route Planning, Scheduling and Operations - Complete Implementation (Target: March 31, 2021)

The primary objective of this project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software is not capable of supporting the streamlined existing or new business processes required by Halifax Transit. Implementation will begin in 20/21.

FERRY SERVICE

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services within Halifax Harbour. The Ferry Service serves more than 1,600,000 riders each year with passenger terminals located in Dartmouth (Alderney), Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Ferry Service

Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently 2 fixed routes.

TRANSPORTATION - A WELL-MAINTAINED TRANSPORTATION NETWORK

Ferry Service Maintenance

Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, compliant with legislation, and fit for use.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	1,707,312	1,597,113	1,668,772	1,670,000
Passengers per Capita within Service Area	5.4	4.8	5.0	5.0
Passengers per Service Hour	115.4	107.9	114.3	112.3
Service Hours per Capita within Service Area	0.05	0.04	0.04	0.04
Cost to Operate a Ferry for Each In-service Hour	\$369	\$354	\$469	\$463

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Operating Expense per Passenger	\$3.19	\$3.28	\$4.11	\$4.12
Passenger Revenue per Passenger / Average Fare	\$1.73	\$1.71	\$1.71	\$1.71
Revenue/Cost Ratio	0.54	0.52	0.42	0.40
Requests Addressed within Standard	94%	90%	77%	90%

FERRY RIDERSHIP

In 2018/19, ferry ridership decreased relative to the significant gains that resulted from The Big Lift and associated Macdonald Bridge closures. Ridership is expected to rebound slightly in 19/20, and remain steady thereafter.

FERRY SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A well maintained transportation network
Woodside Ferry Terminal Renovation – Phase 2 Construction (Target: March 31, 2021)
The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including exterior structure and finishes, mechanical and electrical systems, and customer waiting areas. In 20/21, construction will continue.

Summary of Net Expenditures - Halifax Transit

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
R680 Facilities - Ragged Lake	1,351,202	1,140,000	1,280,000	1,140,000	-	-
R681 Facilities - Burnside	1,499,585	1,288,500	1,433,900	1,288,500	-	-
R682 Facil-Ferry Terminal	717,138	705,900	715,200	705,900	-	-
R683 Facil-Other Property	942,566	926,500	995,500	1,226,500	300,000	32.4
*** Transit Facilities	4,510,491	4,060,900	4,424,600	4,360,900	300,000	7.4
R652 Access-A -Bus Operations	5,707,386	7,482,200	6,545,200	7,544,400	62,200	0.8
*** Access-A-Bus Service	5,707,386	7,482,200	6,545,200	7,544,400	62,200	0.8
R624 HT Director's Office	1,716,415	1,938,400	1,927,100	2,057,000	118,600	6.1
R631 Revenue	(31,487,852)	(32,942,400)	(34,287,700)	(34,228,400)	(1,286,000)	3.9
R637 Planning & Custm Eng	1,326,687	1,410,900	1,515,800	1,821,200	410,300	29.1
** Halifax Transit Administratio	(28,444,751)	(29,593,100)	(30,844,800)	(30,350,200)	(757,100)	2.6
R640 Technical Services	1,661,879	2,271,600	2,191,000	2,406,100	134,500	5.9
** Halifax Transit - Technical Se	1,661,879	2,271,600	2,191,000	2,406,100	134,500	5.9
R932 BTC Facility Maintenance	536,566	510,200	710,200	650,900	140,700	27.6
R938 BTC Bus Maintenance	13,844,405	14,111,500	14,158,300	14,385,300	273,800	1.9
R962 RLTC Facility Maint	258,373	255,000	235,000	255,000	-	-
R963 RLTC Bus Maint	8,857,624	10,500,800	10,487,700	10,882,100	381,300	3.6
** Halifax Transit - Bus Maintena	23,496,968	25,377,500	25,591,200	26,173,300	795,800	3.1
R656 Safety and Training	796,668	898,300	770,600	1,043,400	145,100	16.2
R658 Resource Sup & Dev	1,156,721	1,245,900	1,245,300	1,236,400	(9,500)	(0.8)
** Halifax Transit - Resource Sup	1,953,389	2,144,200	2,015,900	2,279,800	135,600	6.3
R635 BTC Operators	24,493,192	26,293,000	25,997,100	26,548,400	255,400	1.0
R636 Service Supervisors	3,588,197	3,381,000	3,594,000	3,571,800	190,800	5.6
R638 BTC & RLTC Bus Ops	10,818,430	10,729,300	10,597,800	9,714,000	(1,015,300)	(9.5)
R657 Security	538,833	574,400	442,300	348,000	(226,400)	(39.4)
R670 RLTC Operators	18,398,892	21,830,800	21,110,000	22,813,000	982,200	4.5
** Halifax Transit - Bus Operatio	57,837,544	62,808,500	61,741,200	62,995,200	186,700	0.3
*** Conventional Service	56,505,029	63,008,700	60,694,500	63,504,200	495,500	0.8
R661 Ferry Operations	2,246,302	3,343,100	3,683,300	3,873,700	530,600	15.9
*** Ferry Service	2,246,302	3,343,100	3,683,300	3,873,700	530,600	15.9
M701 Fiscal Transit	(73,005,156)	(81,735,200)	(81,712,400)	(48,736,300)	32,998,900	(40.4)
R671 Halifax Tr. Debt Chg	3,361,251	3,840,300	3,840,300	-	(3,840,300)	(100.0)
*** Fiscal Transit	(69,643,905)	(77,894,900)	(77,872,100)	(48,736,300)	29,158,600	(37.4)
Net Total	(674,697)	-	(2,524,500)	30,546,900	30,546,900	-

Summary Details - Halifax Transit

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	50,955,259	57,826,800	55,366,000	60,798,100	2,971,300	5.1
6002 Salaries - Overtime	6,876,781	5,345,400	6,655,500	5,663,700	318,300	6.0
6005 PDP & Union Con Incr	68	-	300	-	-	-
6051 Shift Agreements	117,157	80,000	137,000	115,000	35,000	43.8
6052 Shift Differentials	15,437	13,900	15,400	13,900	-	-
6054 Vacation payout	271,809	-	354,500	-	-	-
6099 Other Allowances	8,255	4,000	4,800	4,000	-	-
6100 Benefits - Salaries	12,456,256	12,646,600	12,878,200	13,236,200	589,600	4.7
6110 Vacancy Management	-	(2,020,000)	-	(1,880,000)	140,000	(6.9)
6120 Comp OCC Budget Yr 1	-	2,092,700	-	828,200	(1,264,500)	(60.4)
6152 Retirement Incentives	521,686	565,800	559,500	588,800	23,000	4.1
6154 Workers' Compensation	3,199,555	3,463,800	3,453,100	3,612,200	148,400	4.3
6155 Overtime Meals	15,361	16,300	14,500	16,300	-	-
6156 Clothing Allowance	132,900	136,200	145,200	135,900	(300)	(0.2)
6158 WCB Recov Earnings	(63,367)	(18,300)	(70,700)	(18,300)	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6199 Comp & Ben InterDept	(55,166)	1,814,800	41,800	1,703,800	(111,000)	(6.1)
9200 HR CATS Wage/Ben	87,709	-	124,600	-	-	-
9210 HR CATS OT Wage/Ben	41,934	-	41,000	-	-	-
* Compensation and Benefits	74,581,634	81,968,000	79,720,700	84,817,800	2,849,800	3.5
6201 Telephone/Cable	139,682	140,000	170,000	158,000	18,000	12.9
6202 Courier/Postage	23,204	21,000	32,200	30,000	9,000	42.9
6203 Office Furn/Equip	34,762	65,000	95,000	45,000	(20,000)	(30.8)
6204 Computer S/W & Lic	291,649	660,000	661,000	890,000	230,000	34.8
6205 Printing & Reprod	241,956	280,000	260,000	280,000	-	-
6207 Office Supplies	51,711	29,200	41,500	29,200	-	-
6290 Office OCC Transfer	-	6,000	-	6,000	-	-
* Office	782,963	1,201,200	1,259,700	1,438,200	237,000	19.7
6301 Professional Fees	14,514	3,500	4,200	3,500	-	-
6302 Legal Fees	(32,061)	10,000	15,900	10,000	-	-
6304 Janitorial Services	753,052	715,000	778,600	815,000	100,000	14.0
6308 Snow Removal	396,147	417,000	452,000	417,000	-	-
6310 Outside Personnel	381,005	450,000	410,000	450,000	-	-
6311 Security	339,530	361,500	388,000	361,500	-	-
6312 Refuse Collection	61,391	65,000	53,600	65,000	-	-
6390 Extnl Svcs OCC Trsf	-	-	-	50,000	50,000	-
6399 Contract Services	7,340	-	4,800	100,000	100,000	-
* External Services	1,920,918	2,022,000	2,107,100	2,272,000	250,000	12.4
6401 Uniforms & Clothing	473,971	421,600	575,500	494,000	72,400	17.2
6402 Med & First Aid Supp	12,141	11,000	21,700	11,000	-	-
6403 Patrol Equip Supplies	3,187	5,000	3,000	5,000	-	-
6406 Bridge Tolls	445,843	457,300	469,200	457,300	-	-
6407 Clean/Sani Supplies	31,757	42,000	44,300	37,000	(5,000)	(11.9)
6409 Personal Protect Equ	52,030	50,000	58,000	50,000	-	-
6490 Supplies OCC Transfer	-	54,000	-	23,800	(30,200)	(55.9)
* Supplies	1,018,930	1,040,900	1,171,700	1,078,100	37,200	3.6
6501 Asphalt	22,122	2,000	-	2,000	-	-
6504 Hardware	89	-	-	-	-	-
6505 Lubricants	140,032	147,000	151,500	147,000	-	-
6519 Welding Supplies	788	1,000	1,200	1,000	-	-
* Materials	163,031	150,000	152,700	150,000	-	-
6602 Electrical	8,050	-	-	-	-	-
6603 Grnds & Landscaping	16,265	41,000	4,400	41,000	-	-
6604 Bus Gates/Shltr-R&M	14,230	20,000	17,900	35,000	15,000	75.0
6605 Municipal Taxes	5,461	5,500	2,900	5,500	-	-
6606 Heating Fuel	28,946	34,400	35,500	34,400	-	-
6607 Electricity	964,325	1,040,000	1,040,000	1,040,000	-	-
6608 Water	148,416	116,000	116,000	116,000	-	-
6609 Elevator & Escalator	33,011	24,500	64,500	24,500	-	-
6610 Building - Exterior	159,808	177,000	267,400	277,000	100,000	56.5
6611 Building - Interior	471,024	320,000	360,800	320,000	-	-
6612 Safety Systems	79,843	100,500	74,000	100,500	-	-
6613 Overhead Doors	118,110	82,000	82,900	82,000	-	-
6614 Envir Assess/Cleanup	6,251	-	-	-	-	-
6616 Natural Gas-Buildings	646,469	530,000	571,000	530,000	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6617 Pest Management	16,502	19,500	4,500	19,500	-	-
6699 Other Building Cost	141,986	30,000	-	10,000	(20,000)	(66.7)
* Building Costs	2,858,697	2,540,400	2,641,800	2,635,400	95,000	3.7
6702 Small Tools	61,719	51,000	61,200	76,000	25,000	49.0
6703 Computer Equip/Rent	17,807	34,000	22,000	34,000	-	-
6704 Equipment Rental	-	500	23,400	20,500	20,000	4,000.0
6705 Equip - R&M	481,667	477,000	691,900	687,000	210,000	44.0
6707 Plumbing & Heating	123	2,000	2,000	2,000	-	-
6708 Mechanical Equipment	381,506	260,000	304,000	260,000	-	-
6711 Communication System	55,610	81,000	69,900	71,000	(10,000)	(12.3)
6732 Mobile Data	84,830	100,000	87,000	100,000	-	-
* Equipment & Communications	1,083,263	1,005,500	1,261,400	1,250,500	245,000	24.4
6802 Vehicle R&M	8,157,854	8,675,600	9,715,200	8,991,900	316,300	3.6
6803 Vehicle Fuel - Diesel	10,790,538	10,319,000	10,421,500	9,421,000	(898,000)	(8.7)
6804 Vehicle Fuel - Gas	2,229	2,700	53,700	53,000	50,300	1,863.0
6805 Tires and Tubes	1,198,965	1,075,000	1,415,000	1,295,000	220,000	20.5
6806 Vehicle Rentals	5,559	3,000	10,600	8,000	5,000	166.7
6810 Comm Vehicle R&M	1,704,015	1,858,000	2,084,500	1,828,000	(30,000)	(1.6)
6811 Shop Supplies	80,913	85,000	70,000	85,000	-	-
6890 Vehicle OCC Transfer	-	929,700	-	161,100	(768,600)	(82.7)
6899 Other Vehicle Expense	10,240	242,100	24,000	192,100	(50,000)	(20.7)
* Vehicle Expense	21,950,315	23,190,100	23,794,500	22,035,100	(1,155,000)	(5.0)
6901 Membership Dues	30,500	28,500	24,000	29,000	500	1.8
6902 Conferences/Workshop	10,749	21,500	9,100	24,500	3,000	14.0
6903 Travel - Local	22,461	28,600	24,200	27,100	(1,500)	(5.2)
6904 Travel - Out of Town	26,749	19,000	34,600	22,000	3,000	15.8
6905 Training & Education	96,215	166,000	142,900	207,000	41,000	24.7
6906 Licenses & Agreements	98,568	90,000	100,200	94,000	4,000	4.4
6907 Commission Fees	384,941	400,000	400,000	400,000	-	-
6908 Medical Examinations	65,044	61,500	66,500	61,500	-	-
6911 Facilities Rental	128,435	118,400	171,000	238,400	120,000	101.4
6912 Advertising/Promotio	276,069	400,000	380,000	400,000	-	-
6913 Awards	10,714	15,000	10,600	15,000	-	-
6914 Recruiting	44,584	66,500	26,000	66,500	-	-
6918 Meals	2,971	7,000	1,800	7,000	-	-
6919 Special Projects	3,855	18,000	7,000	18,000	-	-
6936 Staff Relations	12,529	20,000	20,000	20,000	-	-
6990 Gds & Svcs OCC Trsf	-	600	-	600	-	-
6999 Other Goods/Services	600,223	-	11,400	-	-	-
* Other Goods & Services	1,814,607	1,460,600	1,429,300	1,630,600	170,000	11.6
7008 ltnTrsf IT & Commun	-	-	71,800	-	-	-
7009 Internal Trfr Other	78,086	-	31,600	-	-	-
7010 IntTrfr Insur Funds	(115,030)	(100,000)	(205,000)	(100,000)	-	-
7012 Int Trf Print/Reprod	-	-	21,600	-	-	-
* Interdepartmental	(36,944)	(100,000)	(80,000)	(100,000)	-	-
8011 Interest on Debentur	385,852	427,400	427,400	-	(427,400)	(100.0)
8012 Principal on Debentu	2,975,399	3,412,900	3,412,900	-	(3,412,900)	(100.0)
* Debt Service	3,361,251	3,840,300	3,840,300	-	(3,840,300)	(100.0)
8004 Grants	-	-	-	820,000	820,000	-
8008 Transf to/fr Reserve	748,448	(1,300,000)	(1,300,000)	-	1,300,000	(100.0)
8014 Capital from Operati	4,890,000	4,172,700	4,172,700	-	(4,172,700)	(100.0)
8030 Tfr Fr Resvs to Oper	-	-	-	(200,000)	(200,000)	-
* Other Fiscal	5,638,448	2,872,700	2,872,700	620,000	(2,252,700)	(78.4)
** Total	115,137,113	121,191,700	120,171,900	117,827,700	(3,364,000)	(2.8)

Summary Details - Halifax Transit

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4002 Comm. Property Taxes	(35,471,000)	(37,118,400)	(37,118,400)	-	37,118,400	(100.0)
* Tax Revenue	(35,471,000)	(37,118,400)	(37,118,400)	-	37,118,400	(100.0)
4204 Area Rate Loc Transi	(27,877,409)	(29,400,500)	(29,442,800)	(30,655,500)	(1,255,000)	4.3
4205 Area Rate Reg Transp	(17,466,879)	(18,233,100)	(18,244,700)	(18,944,900)	(711,800)	3.9
* Area Rate Revenue	(45,344,288)	(47,633,600)	(47,687,500)	(49,600,400)	(1,966,800)	4.1
5102 Facilities Rentals	(34,440)	(34,400)	(46,200)	(44,400)	(10,000)	29.1
5201 Fare Revenue	(33,678,897)	(35,192,000)	(36,624,800)	(36,083,000)	(891,000)	2.5
5450 Other Sales Revenue	294	(165,300)	-	(380,000)	(214,700)	129.9
* Fee Revenues	(33,713,043)	(35,391,700)	(36,671,000)	(36,507,400)	(1,115,700)	3.2
5503 Advertising Revenue	(689,874)	(666,000)	(763,700)	(766,000)	(100,000)	15.0
5508 Recov External Parti	(579,823)	(382,000)	(450,300)	(407,000)	(25,000)	6.5
5600 Miscellaneous Revenue	(13,782)	-	(5,500)	-	-	-
* Other Revenue	(1,283,478)	(1,048,000)	(1,219,500)	(1,173,000)	(125,000)	11.9
** Total	(115,811,810)	(121,191,700)	(122,696,400)	(87,280,800)	33,910,900	(28.0)
Net Total	(674,697)	-	(2,524,500)	30,546,900	30,546,900	-

HALIFAX

HALIFAX PUBLIC LIBRARIES

2020/21 BUDGET AND BUSINESS PLAN

VISION

REFLECTING OUR COMMUNITY, WE ARE A RESOURCE FOR EVERYONE AND A LAUNCH POINT FOR GROWTH.

HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries is committed to advancing Regional Council's priority outcomes of:

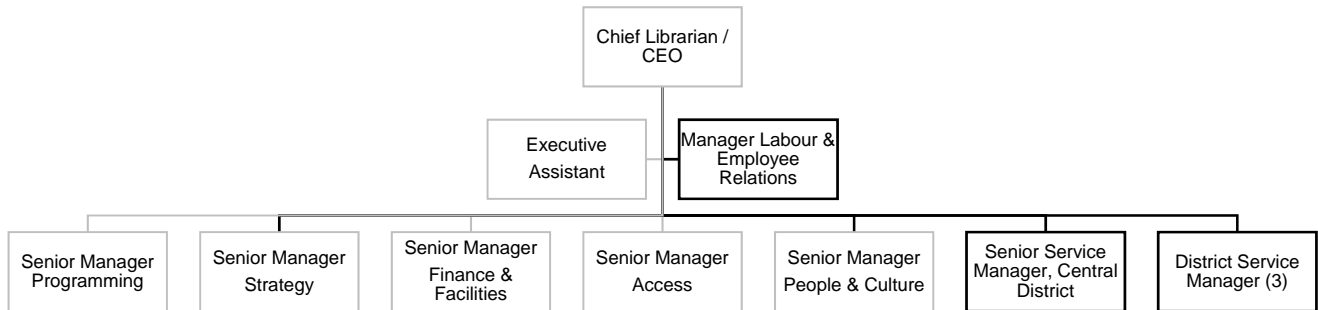
- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Well-Being;
- Healthy, Liveable Communities – Public Safety;
- Healthy, Liveable Communities – Energy and Environment;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Service Delivery – Service to our Community;
- Service Delivery – Service to our People;
- Service Excellent – Performance Excellence; and
- Governance and Engagement - Public Engagement;

Libraries are uniquely positioned to engage communities and the people who live in them – encouraging participation, facilitating connections, and proving solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

A collection of almost 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, magazines, videos and audiobooks, and streaming audio and video services. In addition, a range of programs for all ages are designed in collaboration with communities including: reading development for children, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, technology training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designed to support reading, studying, access to technology (computer use, wireless access and gaming), meetings, socializing, connecting with people and the world. The recently improved website (halifaxpubliclibraires.ca) brings the Library to residents wherever they are, 24/7 and engages our public in sharing and exploring ideas through online learning including language learning and Lynda.com.

HALIFAX PUBLIC LIBRARIES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	Change (+/-)	2020/21 Budget
Full Time	331.3	-	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	336.0	-	336.0

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Halifax Public Libraries	4.1%	4.0%	4.2%
Average tax bill amount spent on Halifax Public Libraries	\$77.70	\$78.00	\$84.00

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

HEALTHY, LIVEABLE COMMUNITIES – RECREATION AND LEISURE

Social and Economic Impact

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

SOCIAL DEVELOPMENT – SOCIAL INFRASTRUCTURE

Facilities Renewal

The Library will begin the implementation of Phase 1 of the Library Facilities Master Plan.

GOVERNANCE AND ENGAGEMENT – PUBLIC ENGAGEMENT

Library Governance & Decision Making

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

GOVERNANCE AND ENGAGEMENT – FISCAL RESPONSIBILITY

Operational Efficiency

To ensure the greatest community impact with the public's investment in libraries, Halifax Public Libraries will continue to work closely with HRM partners to seek out opportunities for efficiency and collaboration.

OUR PEOPLE – ENGAGED WORKFORCE

Strategic Workforce Planning

Halifax Public Libraries will develop the Library's workforce to meet the current and future needs of the organization and the community.

DIVERSITY & INCLUSION

Inclusive Workforce

Halifax Public Libraries is undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next year, Halifax Public Libraries will focus on creating meaningful work opportunities for individuals from under-represented groups to ensure the Library reflects the community we serve.

HALIFAX PUBLIC LIBRARIES BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Social Development			
Social Infrastructure	Bedford Library Replacement	250,000	NA
	Halifax North Memorial Library	500,000	NA
	Keshen Goodman Library	2,000,000	NA

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Administrative Services	\$ (3,086,963)	\$ (3,588,700)	\$ (3,622,747)	\$ (3,358,400)	\$ 230,300	(6.4)
Information Technology/Collections	6,090,474	5,587,200	5,832,966	6,589,600	1,002,400	17.9
Branches/Public Services	17,904,428	18,966,300	18,762,801	19,238,800	272,500	1.4
Eng. Lang. Learning/Literacy	-	15,200	6,980	-	(15,200)	(100.0)
Library Restricted Funds	(367,554)	-	-	-	-	-
Capital Transactions	57,086	-	-	-	-	-
Net Total	\$ 20,597,472	\$ 20,980,000	\$ 20,980,000	\$ 22,470,000	\$ 1,490,000	7.1

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 20,980,000
Compensation Changes:	
Salary Adjustments	1,250,000
Vacancy Management adjustment	(281,400)
Revenue Adjustments:	
Reduced fine revenue to reflect current trends	115,900
Other Budget Adjustments:	
Increased cost of software, photocopying lease and collection supplies	168,700
Increased cost of janitorial contract, offset by reduction in snow removal and security costs	23,100
Adjustment to building costs to reflect anticipated expenses	(157,100)
Reduction in computer repair and maintenance costs	(93,700)
Increased lease costs	82,200
Increased other expenses including training, travel, advertising	82,300
Increased funding directed at reducing isolation within the community	50,000
Increased library collections	250,000
Total Change	\$ 1,490,000
2020/21 Budget	\$ 22,470,000

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 19,664,941	\$ 19,953,300	\$ 19,453,300	\$ 20,921,900	\$ 968,600	4.9
Office	491,888	425,100	425,100	593,800	168,700	39.7
External Services	986,926	1,036,300	1,036,300	1,054,700	18,400	1.8
Supplies	127,906	123,700	123,700	128,400	4,700	3.8
Materials	1,379	-	-	-	-	-
Building Costs	1,476,760	1,503,900	1,603,900	1,346,800	(157,100)	(10.4)
Equipment & Communications	199,042	643,200	643,200	549,500	(93,700)	(14.6)
Vehicle Expense	526	-	-	-	-	-
Other Goods & Services	4,063,105	3,463,600	3,863,600	3,927,900	464,300	13.4
Interdepartmental	13,298	30,000	30,000	30,600	600	2.0
Other Fiscal	278,602	(800)	(800)	(1,200)	(400)	50.0
Total Expenditures	27,304,374	27,178,300	27,178,300	28,552,400	1,374,100	5.1

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Transfers from other Governments	\$ (4,994,667)	\$ (4,916,000)	\$ (4,916,000)	\$ (4,916,000)	\$ -	-
Fee Revenues	(933,766)	(977,300)	(977,300)	(913,200)	64,100	(6.6)
Other Revenue	(778,469)	(305,000)	(305,000)	(253,200)	51,800	(17.0)
Total Revenues	(6,706,902)	(6,198,300)	(6,198,300)	(6,082,400)	115,900	(1.9)
Net Total	\$ 20,597,472	\$ 20,980,000	\$ 20,980,000	\$ 22,470,000	\$ 1,490,000	7.1

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2020/21)

ADMINISTRATIVE SERVICES

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, People & Culture, Communications and Marketing, and Fund Development, functions that support the delivery of library service across the region.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Strategy

Supporting the Library Board, Chief Librarian/CEO, Service Excellence Team and all managers across the Library system, this unit is responsible for record and document development and management, maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports performance excellence and planning including business plan coordination, project planning, demographic and performance analysis and data research.

Finance

This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis, financial modeling, and annual audit support. This unit provides direct support to the Finance and Audit Committee of the Library Board.

Fund Development and Strategic Partnerships

As a registered charity, the Library builds strong relationships with private donors and foundations that provide additional resources for library activities and development. This service develops donor relations, grant applications and follow-up and secures important resources for the library.

SOCIAL DEVELOPMENT – SOCIAL INFRASTRUCTURE

Facilities

This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement.

OUR PEOPLE – ENGAGED WORKFORCE

People & Culture

This service provides human resource programs and services in all Library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, employee wellness, payroll, learning and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

GOVERNANCE AND ENGAGEMENT – COMMUNICATIONS

Marketing and Communications

This service is responsible for developing marketing and communications strategies that build awareness of services and programs provided by the library, building website content and promotional campaigns to communicate Library programs and activities to the public.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC* Median 2018
Electronic Visits per capita	10.77	11.35	11.76	11.76	8.04
Library Operating Cost per Use	\$1.53	\$1.56	\$1.56	\$1.56	\$1.68
Annual Library Visits Per Capita	3,618,317 8.38	3,617,008 8.40	3,677,451 8.54	3,677,451 8.54	5.47

* *Municipal Benchmarking Network Canada*

With the launch of a new website and catalog in 2017 it was anticipated that more individuals in our community would be able to access services and information online. There has been an increase in use in 2018/19 and it is projected that this will increase again in 2019/20.

Prior to the new web presence, the Library did not reach the MBN Canada median of electronic visits per capita; however, since the launch of the improved website and catalog, usage has increased and is now significantly higher than the MBNC median.

New and improved services and increased use of traditional services means the library has significantly more interactions with members of our community each year. The library continues to offer these services in a fiscally responsible manner and this is reflected in the relatively stable operating cost per use. Compared to peers in the MBNC data set the Library is below the median cost per use of \$1.68.

The way community members use library space is shifting; the demands on space have increased as the library transitions its service. Increasingly, the Library requires flexible, adaptable, and technology-enabled spaces. The Library will continue to improve Library spaces in response to this increased demand.

ADMINISTRATIVE SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Comfort Centres (Target: March 31, 2021)</p> <p>The Library will work with Halifax Regional Fire & Emergency to identify and retrofit branches that can be opened to the public outside normal hours to serve as comfort centres in emergency situations.</p>
Healthy Liveable Communities – Community Well-Being
<p>Youth Employment (Target: March 31, 2021)</p> <p>The Library will explore offering youth designated employment opportunities, supporting youth development through mentorship and work experience.</p>
Governance and Engagement – Public Engagement
<p>Halifax North Memorial Library Public Consultation (Target: March 31, 2021)</p> <p>The Library will undertake an extensive public consultation on the redevelopment of the Halifax North Memorial Library, taking into account the history, connection, and future of North End Halifax.</p>
Social Development – Social Infrastructure
<p>Dartmouth North Renovation (Target: March 31, 2021)</p> <p>The Library will renovate the interior and create a small addition to the Dartmouth North Library.</p>
<p>Keshen Goodman Library Improvements (Target: March 31, 2021)</p> <p>The Library will design and plan for improvements to the Keshen Goodman Library space.</p>
Our People – Engaged Workforce
<p>Staff Onboarding and Development (Target: March 31, 2021)</p> <p>The Library will build a robust onboarding and development plan for each employee.</p>
Our People – Healthy and Safe Workplace
<p>Health and Wellness (Target: March 31, 2021)</p> <p>The Library will focus on providing opportunities for employees to enhance their personal wellbeing and improve the overall health and safety of the workplace.</p>

2020/21 Deliverables with Estimated Completion

Social Development – Accessible Community

Accessibility Advisory Committee and Plan (Target: March 31, 2021)

Working under the new Accessibility Act of Nova Scotia, the Library will create an accessibility advisory committee and an overall accessibility plan that takes into consideration facilities, services, and employment.

PUBLIC SERVICES

The Library's Public Services team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the Municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches and other community engagement activities.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Branch Services

Library programs and services are provided through 14 library branches, including Central Library. Annually the library circulates a wide variety of print and electronic library material. Library staff assists the public with information and leisure reading needs, provides access to local history and genealogy information, and assists people with building their technological capabilities to support accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy and language upgrading programs, food and technology learning, and meeting room rentals.

SOCIAL DEVELOPMENT – EQUITY AND INCLUSION

Community Engagement

Beyond the branches, the Library provides outreach services across the Municipality's communities through pop-up programs, as well as community partnerships and engagement. Working with community members and partners, staff develop community-led library services that are delivered throughout HRM, facilitating accessibility to service and ensuring respect for diversity. By providing opportunities to engage, Halifax Public libraries work to improve community well-being and reduce social isolation. The Library also participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program which allows residents to return items to any library in Nova Scotia and it will find its way back to the home library system.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median ¹ 2018
Annual Library Uses ² Per Capita	18,411,765 42.6	18,477,758 42.9	19,065,013 44.28	19,065,013 44.28	31.9
Annual Library Visits Per Capita	3,618,317 8.38	3,617,008 8.40	3,677,451 8.54	3,677,451 8.54	5.47
Home Delivery / Borrow by Mail Checkouts ³	61,143	62,418	71,026	71,000	NA
Program Attendance (Total) Per Capita	224,072 0.52	241,154 0.56	220,028 0.51	220,028 0.51	0.34
Meeting Room Bookings	10,344	10,671	11,000	11,000	NA
Volunteer Hours	38,537	38,464	38,000	38,000	NA
Hours of Library service	40,499	41,483	41,642	41,642	NA

(1) Municipal Benchmarking Network Canada

(2) Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use.

(3) Home Delivery/Borrow by Mail Checkouts are a subset of the physical collection circulation that are delivered or mailed to community members.

How the community uses library services is changing. Community members increasingly rely on the Library's electronic resources (e.g. e-books, public use computers, WiFi connections) or use library branches as a community hub where they connect with others. Daily users of the library often attend without checking out a book. It is anticipated that this trend will continue and overall circulation numbers will remain flat in spite of ever greater engagement of the community with the library. The Library will respond by continuing to re-evaluate its service approach and the information and social needs of individual users.

As a resource for everyone, the Library will continue to place particular focus on ensuring services meet the needs of newcomers, marginalized groups, individuals who experience isolation, and those who are experiencing poverty, and ensure that these services are offered to the community where they are most needed.

PUBLIC SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Recreation and Leisure
<p>Programming (Target: March 31, 2021)</p> <p>The Library will offer programming and support focused on creativity, cooking and technology.</p>
Healthy, Liveable Communities – Energy and Environment
<p>Climate Change Programming (Target: March 31, 2021)</p> <p>The Library will build partnerships to provide community conversations, programs, and resources to increase awareness and engagement on the impact of climate change.</p>
Healthy, Liveable Communities – Community Well-Being
<p>Food Strategy (Target: March 31, 2021)</p> <p>The Library will work with the Halifax Food Policy Alliance, community partners, and the municipality to develop and advance a region wide food strategy.</p>
<p>Spryfield Youth Needs Assessment (Target: March 31, 2021)</p> <p>Working with teens and community partners in the Spryfield area, the Library will identify needs and create programming that supports social engagement and learning opportunities.</p>
Social Development – Equity and Inclusion
<p>Digital Equality/Digital Literacy (Target: March 31, 2021)</p> <p>The Library will support digital literacy through the delivery of technology learning programs.</p>
<p>Marginalized Communities (Target: March 31, 2021)</p> <p>The Library will identify and implement service priorities for underserved and marginalized communities.</p>
<p>Increasing Social Engagement (Target: March 31, 2021)</p> <p>The Library will offer informal opportunities for social engagement (coffee corners, interactive programs, shared meals) to reduce social isolation and strengthen community connections.</p>

2020/21 Deliverables with Estimated Completion

Service Delivery – Service to our People

Independent Use of Library (Target: March 31, 2021)

The Library will develop a plan to provide self-service options for library use for those who seek more independence.

ACCESS SERVICES

Access Services provides the infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public WiFi, management of a specialized integrated library system including a searchable database of all library materials, development of a high-quality collection of materials both print and electronic, and the accompanying systems to support the circulation of those materials.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Collection Management

This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

SOCIAL DEVELOPMENT – ACCESSIBLE COMMUNITY

Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of WiFi in each of the library's locations.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBN Median ¹ 2018
Annual Wireless Connections per Capita	3,867,221 8.96	3,975,622 9.23	4,055,134 9.41	4,136,236 9.61	1.14
Public Use Computers hours of use	367,666	384,836	402,538	402,538	NA
Annual Non-electronic circulation ² Per Capita	3,919,000 9.08	3,801,043 8.83	3,687,011 8.56	3,576,400 8.31	7.28
Annual Electronic Circulation ³ Per Capita	806,074 1.87	904,989 2.10	950,238 2.20	997,749 2.31	1.34
Collection Size per Capita ⁴	879,723 2.04	818,074 1.90	818,074 1.90	818,074 1.90	2.19
Annual Dollar Amount Spent on Electronic Library Materials per capita		\$2.11	\$2.11	\$2.11	\$2.11
Materials expenditures per capita ⁵	\$4.80	\$5.56	\$5.56	\$5.56	\$3.23
Items Added to Collection	81,586	81,035	72,931	72,931	NA

(1) *Municipal Benchmarking Network Canada*

(2) *Non electronic circulation includes all print books, magazines, CDs and DVDs.*

(3) *Electronic Circulation includes e-books and e-magazines. MBNCanada measure used for reference: Annual Electronic Circulation Per Capita.*

(4) *MBNCanada measure used as reference: Number of Library Holdings per Capita*

(5) *MBNCanada measure used as reference: Annual Dollar Amount spent on General Library Materials per Capita*

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improvements to the digital collection are important to ensure the Library is able to respond to the demand. This has been particularly important with the launch of the Library's new website which has increased the visibility of the library collection and has better integrated the print and digital collections.

Over the past years, the Library has enhanced its reach by building collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian, Indigenous, multilingual) materials. Some examples of recent non-traditional items for loan include radon detectors, musical instruments, and light therapy lamps.

Free access to public computers remains a vital service offered in the library branches as many community members do not have access to computers and the Internet at home. Individuals rely on computers available through the library for learning support, technology training, social connections, job and housing searches, access to government services and to the library's digital collection. Technology training through the library helps

to bridge the digital divide in the community and the provision of reliable, up-to-date technology through the library is an essential service for many.

ACCESS SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Social Development – Social Infrastructure
<p>Technology in Community (Target: March 31, 2021)</p> <p>To improve access to digital resources and equipment, the Library will seek partnerships to provide technology to groups in their community locations.</p>
<p>Improvements to the Library Collection (Target: March 31, 2021)</p> <p>The Library will invest in electronic and physical materials to increase the number of holdings per capita and decrease the wait list for popular materials.</p>
Service Excellence – Performance Excellence
<p>Delivery Model (Target: March 31, 2021)</p> <p>The Library will review and create a new delivery model with a focus on health, safety, and efficiency. This will include assessments of vehicle needs, branch layouts, and processes.</p>
<p>Access Space (Target: March 31, 2021)</p> <p>The Library will develop space requirements for the potential co-location of IT, Collection Management, and Delivery.</p>
Social Development – Equity and Inclusion
<p>Community Collections (Target: March 31, 2021)</p> <p>The Library will consult members of the African Nova Scotian and Indigenous communities to ensure the Library's collections adequately represent those communities. It will take advice from community members in building criteria for the selection and promotion of titles.</p>

Summary of Net Expenditures - Halifax Public Library

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
B011 Administrative Services	(3,086,963)	(3,588,700)	(3,622,747)	(3,358,400)	230,300	(6.4)
* Administrative Services	(3,086,963)	(3,588,700)	(3,622,747)	(3,358,400)	230,300	(6.4)
B012 IT & Collection Mgmt	6,090,474	5,587,200	5,832,966	6,589,600	1,002,400	17.9
* Information Technology/Collecti	6,090,474	5,587,200	5,832,966	6,589,600	1,002,400	17.9
B013 Communications & Mkt	678,455	648,200	640,534	745,800	97,600	15.1
B021 Alderney Gate Library	1,249,710	1,440,300	1,296,415	1,114,600	(325,700)	(22.6)
B034 Central Library	4,717,294	5,231,500	5,153,822	5,390,100	158,600	3.0
B041 Branch Library Services	1,120,408	1,159,000	1,373,063	1,063,800	(95,200)	(8.2)
B042 Cole Harbour Library	947,437	949,000	939,016	983,500	34,500	3.6
B043 Dartmouth North Library	435,247	417,700	419,406	462,100	44,400	10.6
B044 Sackville Library	819,833	925,400	880,011	1,038,100	112,700	12.2
B045 Woodlawn Library	1,837,404	2,058,000	1,907,262	1,901,100	(156,900)	(7.6)
B046 Bedford Library	788,806	833,900	837,137	875,700	41,800	5.0
B047 Cpt Wil.Spry Library	715,034	746,300	710,491	716,900	(29,400)	(3.9)
B048 Halifax North Library	956,094	855,400	904,905	1,076,900	221,500	25.9
B049 Keshen Goodman Library	1,888,579	1,928,100	1,919,769	1,937,000	8,900	0.5
B051 Musq. Harb. Library	304,311	266,800	312,001	425,500	158,700	59.5
B052 Shatford Memorial Library	214,788	200,700	206,489	222,700	22,000	11.0
B053 Sheet Harbour Library	260,479	259,300	268,377	203,200	(56,100)	(21.6)
B054 Tantallon Library	967,146	1,046,700	994,103	1,086,600	39,900	3.8
B055 Merchandise Sales	3,404	-	-	(4,800)	(4,800)	-
* Branches/Public Services	17,904,428	18,966,300	18,762,801	19,238,800	272,500	1.4
B064 ESL	-	10,200	9,632	-	(10,200)	(100.0)
B065 Literacy	-	5,000	(2,652)	-	(5,000)	(100.0)
B075 Literacy Operations	-	-	-	-	-	-
* Eng. Lang. Learning/Literacy	-	15,200	6,980	-	(15,200)	(100.0)
** Library General Rate	20,907,939	20,980,000	20,980,000	22,470,000	1,490,000	7.1
B061 Restricted Grants	5,467	-	-	-	-	-
B062 Subsidized Salaries	50,000	-	-	-	-	-
B063 Restricted Donations	(179,275)	-	-	-	-	-
B066 Restricted - Lou Duggan	(250,000)	-	-	-	-	-
B067 Restricted Sun Life	6,254	-	-	-	-	-
* Restricted Funds	(367,554)	-	-	-	-	-
** Library Restricted Funds	(367,554)	-	-	-	-	-
B071 Capital Transactions	57,086	-	-	-	-	-
** Capital Transactions	57,086	-	-	-	-	-
Net Total	20,597,472	20,980,000	20,980,000	22,470,000	1,490,000	7.1

Summary Details - Halifax Public Library

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	16,205,090	16,919,800	16,520,319	17,985,600	1,065,800	6.3
6002 Salaries - Overtime	45,326	-	-	-	-	-
6054 Vacation payout	25,618	-	-	-	-	-
6100 Benefits - Salaries	3,075,702	3,401,500	3,300,981	3,484,800	83,300	2.4
6110 Vacancy Management	-	(645,800)	(645,800)	(927,200)	(281,400)	43.6
6152 Retirement Incentives	157,480	138,900	138,900	177,100	38,200	27.5
6154 Workers' Compensation	150,051	138,900	138,900	201,600	62,700	45.1
6155 Overtime Meals	418	-	-	-	-	-
6194 Sick Bank allowance	80,600	-	-	-	-	-
6199 Comp & Ben InterDept	(142,586)	-	-	-	-	-
9200 HR CATS Wage/Ben	53,174	-	-	-	-	-
9210 HR CATS OT Wage/Ben	14,068	-	-	-	-	-
* Compensation and Benefits	19,664,941	19,953,300	19,453,300	20,921,900	968,600	4.9

	2018/19	2019/20	2019/20	2020/21		
6201 Telephone/Cable	103,586	104,000	104,000	105,600	1,600	1.5
6202 Courier/Postage	30,850	21,000	21,000	27,600	6,600	31.4
6203 Office Furn/Equip	66,415	41,700	41,700	124,000	82,300	197.4
6204 Computer S/W & Lic	82,611	78,600	78,600	130,100	51,500	65.5
6205 Printing & Reprod	41,226	30,000	30,000	30,000	-	-
6207 Office Supplies	90,032	75,000	75,000	65,900	(9,100)	(12.1)
6208 Binding	6,670	13,000	13,000	4,600	(8,400)	(64.6)
6299 Other Office Expenses	70,498	61,800	61,800	106,000	44,200	71.5
* Office	491,888	425,100	425,100	593,800	168,700	39.7
6301 Professional Fees	29,440	15,600	15,600	24,400	8,800	56.4
6302 Legal Fees	4,686	10,000	10,000	10,000	-	-
6304 Janitorial Services	500,011	510,500	510,500	555,300	44,800	8.8
6308 Snow Removal	42,220	64,300	64,300	45,500	(18,800)	(29.2)
6311 Security	20,624	50,000	50,000	31,000	(19,000)	(38.0)
6312 Refuse Collection	15,635	28,000	28,000	18,900	(9,100)	(32.5)
6399 Contract Services	374,310	357,900	357,900	369,600	11,700	3.3
* External Services	986,926	1,036,300	1,036,300	1,054,700	18,400	1.8
6401 Uniforms & Clothing	1,950	700	700	1,200	500	71.4
6402 Med & First Aid Supp	23	-	-	-	-	-
6406 Bridge Tolls	1,900	2,000	2,000	2,400	400	20.0
6407 Clean/Sani Supplies	202	-	-	-	-	-
6499 Other Supplies	123,832	121,000	121,000	124,800	3,800	3.1
* Supplies	127,906	123,700	123,700	128,400	4,700	3.8
6504 Hardware	1,379	-	-	-	-	-
* Materials	1,379	-	-	-	-	-
6602 Electrical	6	-	-	-	-	-
6603 Grnds & Landscaping	2,857	4,000	4,000	4,000	-	-
6605 Municipal Taxes	218,795	302,500	302,500	223,800	(78,700)	(26.0)
6607 Electricity	497,125	556,000	556,000	520,500	(35,500)	(6.4)
6608 Water	44,961	44,600	44,600	46,800	2,200	4.9
6609 Elevator & Escalator	17,426	21,500	21,500	21,500	-	-
6611 Building - Interior	52	-	-	-	-	-
6612 Safety Systems	12,032	1,600	1,600	1,600	-	-
6616 Natural Gas-Buildings	139,431	187,900	187,900	142,800	(45,100)	(24.0)
6617 Pest Management	1,815	-	-	-	-	-
6699 Other Building Cost	542,259	385,800	485,800	385,800	-	-
* Building Costs	1,476,760	1,503,900	1,603,900	1,346,800	(157,100)	(10.4)
6701 Equipment Purchase	117,218	485,000	485,000	485,000	-	-
6702 Small Tools	33	-	-	-	-	-
6703 Computer Equip/Rent	28	-	-	-	-	-
6704 Equipment Rental	1,400	-	-	-	-	-
6705 Equip - R&M	169	3,000	3,000	3,000	-	-
6706 Computer R&M	55,389	143,700	143,700	50,000	(93,700)	(65.2)
6707 Plumbing & Heating	270	-	-	-	-	-
6708 Mechanical Equipment	24,535	11,500	11,500	11,500	-	-
* Equipment & Communications	199,042	643,200	643,200	549,500	(93,700)	(14.6)
6804 Vehicle Fuel - Gas	526	-	-	-	-	-
* Vehicle Expense	526	-	-	-	-	-
6901 Membership Dues	17,289	18,000	18,000	18,000	-	-
6903 Travel - Local	44,784	40,000	40,000	60,000	20,000	50.0
6904 Travel - Out of Town	57,115	71,900	71,900	80,000	8,100	11.3
6905 Training & Education	113,773	100,000	100,000	121,500	21,500	21.5
6911 Facilities Rental	1,107,156	1,100,100	1,100,100	1,182,300	82,200	7.5
6912 Advertising/Promotio	51,412	40,400	40,400	45,600	5,200	12.9
6917 Books and Periodicals	2,399,252	1,946,500	2,146,500	2,196,500	250,000	12.8
6918 Meals	1,341	-	-	-	-	-
6928 Committee Expenses	13,042	8,000	8,000	13,000	5,000	62.5

	2018/19	2019/20	2019/20	2020/21		
6938 Rewarding Excellence	8,009	-	-	18,500	18,500	-
6946 Branch Programming	63,697	54,700	54,700	54,700	-	-
6947 Literacy/Heritage Pr	63,680	9,500	9,500	9,500	-	-
6949 Readers Serv Program	75	-	-	-	-	-
6950 Region.Serv.Program	118,139	73,300	273,300	123,300	50,000	68.2
6999 Other Goods/Services	4,343	1,200	1,200	5,000	3,800	316.7
* Other Goods & Services	4,063,105	3,463,600	3,863,600	3,927,900	464,300	13.4
7009 Internal Trfr Other	14,497	-	-	6,600	6,600	-
7012 Int Trf Print/Reprod	35	30,000	30,000	24,000	(6,000)	(20.0)
7015 Int Trf FacilityRent	(1,234)	-	-	-	-	-
* Interdepartmental	13,298	30,000	30,000	30,600	600	2.0
8008 Transf to/fr Reserve	(48,837)	-	-	-	-	-
8022 Transf to/fr Trust	(1,249)	(800)	(800)	(1,200)	(400)	50.0
8045 Amortization Expense	328,687	-	-	-	-	-
* Other Fiscal	278,602	(800)	(800)	(1,200)	(400)	50.0
** Total	27,304,374	27,178,300	27,178,300	28,552,400	1,374,100	5.1

Summary Details - Halifax Public Library

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4703 Cond.Grant NS(Other)	(4,994,667)	(4,916,000)	(4,916,000)	(4,916,000)	-	-
* Transfers from other Gov'ts	(4,994,667)	(4,916,000)	(4,916,000)	(4,916,000)	-	-
4902 Fines Fees	(249,656)	(375,500)	(355,500)	(265,200)	110,300	(29.4)
5101 Parking Rentals	(279,576)	(204,000)	(204,000)	(274,800)	(70,800)	34.7
5102 Facilities Rentals	(149,042)	(171,800)	(171,800)	(141,600)	30,200	(17.6)
5151 Lease Revenue	(122,855)	(120,000)	(120,000)	(99,600)	20,400	(17.0)
5204 Administration Fees	(16,911)	(8,800)	(8,800)	(9,600)	(800)	9.1
5227 Photocopier Revenue	(115,727)	(97,200)	(117,200)	(122,400)	(25,200)	25.9
* Fee Revenues	(933,766)	(977,300)	(977,300)	(913,200)	64,100	(6.6)
5508 Recov External Parti	(8,010)	-	-	-	-	-
5520 Donations	(473,028)	(15,000)	(15,000)	(15,600)	(600)	4.0
5600 Miscellaneous Revenue	(297,431)	(290,000)	(290,000)	(237,600)	52,400	(18.1)
* Other Revenue	(778,469)	(305,000)	(305,000)	(253,200)	51,800	(17.0)
** Total	(6,706,902)	(6,198,300)	(6,198,300)	(6,082,400)	115,900	(1.9)
Net Total	20,597,472	20,980,000	20,980,000	22,470,000	1,490,000	7.1

HALIFAX

CORPORATE & CUSTOMER SERVICES

2020/21 BUDGET AND BUSINESS PLAN

MISSION CUSTOMER SERVICE IS AT THE HEART OF EVERYTHING WE DO

CORPORATE & CUSTOMER SERVICES OVERVIEW

Corporate & Customer Services is committed to advancing Regional Council's and Administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility;
- Governance and Engagement - Public Engagement;
- Governance and Engagement – Communications;
- Service Excellence - Service Delivery;
- Service Excellence - Service Improvements;
- Healthy, Livable Communities - Public Safety;
- Healthy, Livable Communities - Recreation & Leisure;
- Our People – Engaged Workforce;
- Our People – Diverse & Inclusive Environment;
- Our People – Healthy & Safe Workplace;
- Financial Stewardship - Risk Management Framework; and
- Financial Stewardship - Financial Position.

The Corporate & Customer Services (C&CS) business unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality.

CORPORATE & CUSTOMER SERVICES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Change (+/-)	2020/21 Budget
Full Time	231.0	3.0	234.0
Seasonal, Casual and Term	0.7	0.1	0.8
Total	231.7	3.1	234.8

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Corporate & Customer Services	7.8%	7.7%	7.9%
Average tax bill amount spent on Corporate & Customer Services	\$149.00	\$151.20	\$158.30

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

Enhance Crisis Communications Capacity

Corporate Communications will continue to collaborate with the Emergency Management Division (EMD), HRP and ICT to enhance the municipality's emergency response capacity through participation in Incident Command System (ICS) training and crises communications simulations exercises. Work continues with supporting EMD with development and execution of an Emergency Communications Solutions Strategy (ECSS). The core benefit of this strategy will be to ensure that Regional Council and municipal staff have a clear understanding of the processes and solutions available to them to continue operating the municipality in the event of an impact to daily operations.

GOVERNANCE AND ENGAGEMENT – PUBLIC ENGAGEMENT

Community Engagement Strategy

Building on the work initiated in 2019/20, Corporate Communications will lead the development of a revised Community Engagement Strategy for the organization. This will include the reconstitution of a Community Engagement Steering Committee and creation of corporate guidelines for all public engagement efforts by business units.

Improve Public Access to Information and Services

Corporate Communications will continue to improve and increase digital information sharing and engagement while managing the fiscal and social implications of print- and broadcast-based communication as appropriate. The approach will closely link with the municipality's efforts to enhance public engagement practices embedded within the refreshed Community Engagement Strategy. Corporate Communications will continue to leverage MADIOR (Making a difference in our region) and identify new opportunities to highlight the public benefits of municipal priorities and the projects, facilities and services approved by Regional Council.

OUR PEOPLE – ENGAGED WORKFORCE

Improve Employee Engagement

In addition to efforts to enhance engagement and collaboration with residents, the municipality also recognizes the importance of developing an engaged and collaborative workforce. Various media are used to communicate and engage internally with municipal staff including the internal website (Intranet). The Enterprise Content Management (ECM) strategy will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. Building on the work initiated in 2019/20, Corporate Communications will work with ICT to launch a SharePoint based content management platform as part of a broader Intranet transformation strategy. The new Intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information. In addition, C&CS will continue with action plans to implement recommendations from the 2018 Employee Engagement Survey for each of its divisions, with the aim to improve employee engagement and enhance workplace culture.

FINANCIAL STEWARDSHIP – FINANCIAL POSITION

Corporate Fuel Management Recapitalization & Remediation Program

The Corporate Fuel Management Recapitalization & Remediation Program will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. This will be led by the Director's office working with a team comprised of: Corporate Fleet, Municipal Facilities Maintenance & Operations, Corporate Facility Construction & Design, Risk & Insurance, and Planning & Development. The program will encompass:

- Asset renewal and capital planning program of fuel management equipment and systems;
- Enable tracking of consumption rates per vehicle;
- Reduce fuel inventory shrinkage;
- Asset management and preventative maintenance scheduling of fuel assets; and
- Integrate fuel management, fleet management, automatic vehicle location (AVL), and financial systems.

Corporate & Customer Services recognizes its role in environmental stewardship, with committed deliverables to this important initiative.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Improve Client-Centric Service Delivery

Corporate Communications will improve service delivery to business units through the adoption of a more client-centric service model, development of enhanced processes and protocols, increased focus on strategic social media initiatives, development and oversight of a new Intranet, and more formalized research, evaluation of metrics and reporting.

Performance Excellence Program

Organizational Performance Excellence (OPE) will continue to champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement. The program will help business units consider more efficient, sustainable, and innovative approaches to the delivery of municipal programs and services that are aligned with our customer's expectations.

The PE program will include:

- Identifying, leading, and supporting corporate level improvement initiatives and provide mentoring on continuous improvement;
- Developing and implementing a performance excellence corporate training program;
- Change management support and communications planning; and
- Development of a Corporate Customer Service operations plan.

ECONOMIC DEVELOPMENT - PROMOTE & MAXIMIZE GROWTH

Regulatory Modernization Framework

To advance a continuous path of modernizing HRM's regulatory framework for red tape reduction and improved regulatory performance, the Regulatory Modernization initiative will advance the Joint Project Partnership with the Province and advisory panel to:

- Reduce red-tape for business;
- Build internal operational capacity through regulatory reform best practice and collaboration to improve regulatory outcomes, and public service delivery; and
- Develop a municipal framework to shift regulatory modernization from a project to an ongoing program of regulatory reform and red-tape reduction.

DIVERSITY & INCLUSION

Diversity & Inclusion Framework Implementation Plan

HRM business units continue with initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. C&CS will continue to carry out its Diversity & Inclusion Implementation Plan, in alignment with the HRM Diversity & Inclusion Framework. C&CS service areas will continue to focus on deliverables related to the strategic objectives: Establishing meaningful partnerships, providing accessible information and communication, inclusive public service, and providing a safe, respectful and inclusive work environment. C&CS will also support the employee self-identification survey planned by Human Resources for the new fiscal year.

CORPORATE & CUSTOMER SERVICES BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget	2020/21 OCC
Governance & Engagement			
Fiscal Responsibility	Fleet Vehicle Replacement	\$ 7,485,000	\$ -
Healthy, Liveable Communities			
Recreation & Leisure	Fire Station Replacements	5,000,000	270,000
	Mackintosh Depot Replacement	6,500,000	30,000
	Sambro/Harrietsfield Fire Station*	2,990,000	72,000
	St. Andrew's Community Centre Renos	2,000,000	48,000
	Woodside Ferry Terminal Upgrade	4,500,000	-
Social Development			
Accessible Community	Accessibility – HRM Facilities	600,000	5,000

* Projected Carry Forward

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Director's Office Corp. Customer Services	\$ 533,894	\$ 500,300	\$ 521,400	\$ 566,200	\$ 65,900	13.2
Corporate Communications	3,078,840	3,158,000	2,930,700	3,425,600	267,600	8.5
Corporate Fleet	11,429,673	12,161,500	12,015,500	11,726,300	(435,200)	(3.6)
Customer Contact Centres	2,864,710	3,228,200	3,207,400	3,130,700	(97,500)	(3.0)
Facility Design & Construction	959,245	1,121,700	1,149,000	1,355,900	234,200	20.9
Municipal Facilities Mtce & Operations	20,693,593	19,793,000	20,313,800	21,449,200	1,656,200	8.4
Organizational Performance Excellence	470,601	689,500	606,400	678,100	(11,400)	(1.7)
Net Total	\$ 40,030,556	\$ 40,652,200	\$ 40,744,200	\$ 42,332,000	\$ 1,679,800	4.1

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 40,652,200
Compensation Changes:	
New Positions (net 3.1 FTE's) and Salary Adjustments	536,200
Revenue Adjustments:	
Transfer of parking and lease revenue to Finance (\$1,032,000), offset by increase in Printshop & Alderney revenues.	909,600
Other Budget Adjustments:	
OCC increase for the maintenance of new Fire Station	320,000
Increase in Bldg. Costs for Exterior Bldgs and Natural Gas Conversion	230,000
Increase in Printing & Postage, offset by internal recoveries	27,100
Reduced Security, transfer of 2 Positions from Transit	(100,000)
Reduced Special Projects - Fleet, originally budgeted to outsource the Side Guard, now moved in-house.	(98,000)
Reduced Special Projects - Corp Comms., reduced outsourcing with new POS.	(122,000)
Reduced Misc. expenses	(23,100)
Total Changes	\$ 1,679,800
2020/21 Budget	\$ 42,332,000

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 16,777,004	\$ 18,552,900	\$ 17,369,700	\$ 19,089,100	\$ 536,200	2.9
Office	1,181,131	1,125,100	1,175,700	1,269,600	144,500	12.8
External Services	5,151,773	5,149,700	5,028,100	5,125,700	(24,000)	(0.5)
Supplies	263,690	259,800	304,500	271,500	11,700	4.5
Materials	413,573	465,300	457,500	548,000	82,700	17.8
Building Costs	8,733,803	7,951,500	8,559,300	8,329,800	378,300	4.8
Equipment & Communications	2,096,005	1,115,300	1,994,300	1,468,400	353,100	31.7
Vehicle Expense	6,067,476	6,004,700	6,363,300	5,620,500	(384,200)	(6.4)
Other Goods & Services	774,173	1,016,900	675,600	794,300	(222,600)	(21.9)
Interdepartmental	(279,833)	(9,400)	(178,400)	(114,900)	(105,500)	1,122.3
Other Fiscal	(15,386)	-	1,000	-	-	-
Total Expenditures	41,163,410	41,631,800	41,750,600	42,402,000	770,200	1.9

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	\$ (618,833)	\$ (584,000)	\$ (630,000)	\$ -	\$ 584,000	(100.0)
Other Revenue	(514,020)	(395,600)	(376,400)	(70,000)	325,600	(82.3)
Total Revenues	(1,132,854)	(979,600)	(1,006,400)	(70,000)	909,600	(92.9)
Net Total	\$ 40,030,556	\$ 40,652,200	\$ 40,744,200	\$ 42,332,000	\$ 1,679,800	4.1

CORPORATE & CUSTOMER SERVICES SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

- Provide Performance Excellence leadership, support and guidance to the entire organization through engaging staff on the value and practice of continuous improvement, organizational change management, and implementation of Lean Six Sigma methodologies.
- Commitment to advance efforts to enhance employee engagement in order to develop an engaged and collaborative workforce, guided by the recommendations of the Employee Engagement Survey.
- Commitment to develop action plans linked to the Diversity & Inclusion Implementation Plan, which will enhance efforts to achieve an inclusive and diverse organization and remove barriers that prevent full participation of our residents, businesses, and municipal employees in municipal programs and services.
- Administrative oversight of the Joint Project for Regulatory Modernization, a partnership between HRM and the Province of Nova Scotia to tackle regulatory burden by reducing red-tape for business and reforming regulation in strategic areas using best practice and targeted action.

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
<p>Diversity & Inclusion Framework Implementation Plan (Target: March 31, 2021)</p> <p>HRM business units continue with initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. C&CS will continue to carry out its Diversity & Inclusion Implementation Plan, in alignment with the HRM Diversity & Inclusion Framework. C&CS service areas will continue to focus on deliverables related to the strategic objectives: Establishing meaningful partnerships, providing accessible information and communication, inclusive public service, and providing a safe, respectful and inclusive work environment. C&CS will also support the employee self-identification survey planned by Human Resources for the new fiscal year.</p>
Financial Stewardship - Financial Position
<p>Corporate Fuel Management Recapitalization & Remediation Program (Target: March 31, 2021)</p> <p>The Corporate Fuel Management Recapitalization & Remediation Program will ensure HRM meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. This will be led by the Director's office working with a team comprised of: Corporate Fleet, Municipal Facilities Maintenance & Operations, Corporate Facility Construction & Design, Risk & Insurance, and Planning & Development.</p>
<p>Fire Emergency Fleet Operational Review and Optimization (Target: March 31, 2021)</p> <p>A collaborative review of Fire emergency heavy fleet will be conducted with representatives from Corporate & Customer Services, Halifax Regional Fire & Emergency, and Enterprise Asset Management. The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations. The review will include heavy fleet deployment, preventative maintenance strategies and lifecycle replacement, and consider carbon emission reduction opportunities. The recommendations stemming from this work will be provided to other Business Units with Corporate Fleet inventories.</p>

CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line.

Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services in over 150 languages. HRM also operates five walk-in Customer Service Centres throughout the municipality.

Services Delivered

SERVICE DELIVERY – SERVICE TO OUR CUSTOMERS

Corporate Contact Centre

The 311 Contact Centre serves as the initial intake point for customer service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2). Customer Contact Centres assist customers who dial 311 by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

311 After-Hours Dispatch

The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

Customer Service Centres

The Customer Service Centres offer professional, in-person service delivery to customers throughout the Halifax region. Comprised of four full service locations and one satellite office, the team provides support and assistance for financial transactions such as property tax, licenses, and information related to programs and services offered by HRM.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. Plans for further enhancement of the service response include the integration of an email option to the telephony system.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Contact Centre Quality	81%	84%	80%	80%
Call Volume	430K	394K	405K*	410K
Abandon Rate	6%	5.4%	6%	7%
# of Counter Service Transactions	85K	89K	85K	85K
Customer Service Centre Revenue Processed	\$140M	\$159M	\$140M	\$140M

*2019/20 projection can be impacted based on weather. The projection is based on current trending.

PERFORMANCE ANALYSIS

The 2018/19 year-end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 84% quality score (target is 80%).

The new call routing technology launched in the third quarter of 2016 continues to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 31% of the 394,000 customer contacts during the previous fiscal. For the period up to October 31, 2019, customers dialed the 311 Contact Centre 259,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Approximately 30% of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2019/2020 fiscal, we are projecting a 6% increase in the number of calls to 311 over the previous fiscal. Some of the increase in calls can be attributed to high call volume in September due to weather event calls, as recently experienced with Hurricane Dorian.

The mandate of our Customer Service Centres is to provide support and assistance to HRM customers regarding municipal services. In the previous fiscal year, Customer Service Representatives processed over 89,000 financial transactions and collected \$159 million in revenue. Transactions numbers decreased slightly; however, revenue collection increased by 15% over the previous fiscal. For the period up to October 31, 2019, Customer Service Centre transaction volumes are showing a slight increase over the previous fiscal. Based on current trends an increase of in-person transactions is also anticipated in fiscal 2019/20.

CUSTOMER CONTACT CENTRES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People

2020/21 Deliverables with Estimated Completion
<p>311 Telephony Email - Analysis and Evaluation (Target: March 31, 2021)</p> <p>To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will analyse and evaluate the integration of email through the telephony system, to ensure optimal service and KPIs.</p>
<p>311 Telephony Chat - Phase 2 Integration (Target: March 31, 2021)</p> <p>To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will explore the opportunity to implement chat service for all customers after a review of the "Pilot" roll out to Society of Deaf and Hard of Hearing Nova Scotians (SDHHNS)</p>
<p>Social Media Tier 1 service Delivery (Digital Strategy) (Target: March 31, 2021)</p> <p>To provide continuous improvements and innovation to better serve our customers, Customer Contact Centres (C3) will collaborate with Corporate Communications to implement tier 1 service responses to general Twitter posts that can be assigned through service requests to other business units to provide service to social media posts.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Target: March 31, 2021)</p> <p>Customer Contact Centres will continue to develop partnerships with Universities, Colleges, and Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives.</p>

CORPORATE COMMUNICATIONS

Corporate Communications is committed to supporting Regional Council priorities through the delivery of strategic, integrated communications for business units and the organization. Services include: marketing, brand management, creative design, printing and distribution/mail, internal communications, media relations and issues management.

Services Delivered

GOVERNANCE AND ENGAGEMENT – COMMUNICATIONS

Integrated Communications Plan Development

The development and execution of annual, as well as initiative-specific integrated communication plans that are aligned with business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications efforts throughout the year.

Internal Communications

Establishes the delivery and overall tone for communication across the organization and facilitates effective communication and engagement between business units, elected officials, managers, and employees to help share information on the municipality’s future plans and influence and align behaviour with the municipality’s mission, values, and priorities.

Mail Coordination

Coordinates external and internal mail services for staff and Regional Council.

Brand Management

Provides strategic direction, oversight and tactical implementation of the Halifax brand by collaborating with municipal departments and external agencies to align projects and initiatives with the corporate visual identity and brand voice.

Marketing

Promotes the municipality’s services, products, programs, and initiatives to external audiences to improve awareness, understanding, and engagement of municipal matters, and to help to manage the municipality’s reputation and image with all external audiences.

Print Production

Delivers printing, copying, bindery, and distribution services for the organization and Regional Council.

Public Affairs

Provides strategic communications advice and issues management/crisis communications leadership and support to the organization and acts as the media liaison to help manage the municipality’s reputation and image with all external audiences. With the exception of Halifax Regional Police, Halifax Water and Halifax Public Libraries, all media inquiries for the municipality’s administration are facilitated by Public Affairs which works with relevant business units to develop approved responses that are delivered by Public Affairs spokespeople and, where appropriate, subject matter experts from business units.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18	2018/19	2019/20	2020/21
	Actual	Actual	Projected	Planned
Number of followers on @hfxgov Twitter	50,000	53,760	56,500	60,000
Number of posts on @hfxgov Twitter	3,100	1,926	3,000	3,500
Number of followers on @hfxmoments Instagram	1,200	3,100	10,000	15,000
Number of posts on @hfxmoments Instagram	59	240	400	500
Number of likes/followers on @hfxgov Facebook	4,000	10,509	13,000	15,000

Performance Measures	2017/18	2018/19	2019/20	2020/21
	Actual	Actual	Projected	Planned
Engagement rate on Twitter and Facebook (audience reach/user interactions)	3% Twitter, 5.8% Facebook	3.75% Twitter, 9% Facebook	1% Twitter, 7% Facebook	2% Twitter, 8% Facebook
Number of actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	3,700	6,800	12,500	14,000
Number of registered users of Shape Your City Halifax	6,700	8,488	9,300	10,500
Polls/surveys conducted on municipal matters via Halifax Opinion Panel*	7	0	0	NA
Number of posts on Employee Engagement Hub	218	194	175	200

* This service will be dropped in 2019-20 as it is not delivering significant value. Moving forward, no-cost surveys on the ShapeYourCityHalifax engagement hub will be supplemented by select at-cost surveys administered by research service providers.

PUBLIC ENGAGEMENT

Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs, and planning is essential for better decision making and community building. Better and more frequent engagement with the municipality is also an increasing public expectation with a focus on more inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. A corporate social media program (policy, strategy, content/engagement team across the organization) is established. In addition, work is underway to review and revise the municipality's Community Engagement Strategy (last updated in 2008). Both elements are working to improve the online interactions between the municipality and the public. The effectiveness of these approaches should be reflected in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (reach) and influence on audience perceptions/behaviour (engagement) resulting from more compelling and relevant content across all channels. A social media management tool will be procured in 2019/20 to help better deliver this content and assess how it is resonating.

EMPLOYEE ENGAGEMENT

The 2018/19 employee engagement survey provides the municipality with a benchmark with which it can make evidence-based decisions and create plans for improvement, such as ways to increase employee participation in dialogue with leaders and sharing knowledge across the organization. Building on the work initiated in 2019/20, Corporation Communications will continue to work with ICT to launch a SharePoint based content management platform as part of a broader Intranet transformation strategy. Corporate Communications will also leverage the new Intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.

CORPORATE COMMUNICATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Public Engagement
<p>Develop Community Engagement Strategy (Target: December 31, 2020) Corporate Communications will lead the development of a revised Community Engagement Strategy for the organization. This will include the creation of corporate guidelines for all public engagement efforts by business units.</p>
<p>Community Engagement Steering Committee (Target: December 31, 2020) Corporate Communications will lead the ongoing efforts of a reconstituted Community Engagement Steering Committee. This includes preparing agendas, chairing meetings and overseeing Committee activities, with a deputy chair appointed as a delegate.</p>
Governance and Engagement - Communications
<p>Develop Digital Strategy (Target: March 31, 2021) A corporate Digital Strategy will be developed, to support the delivery of strategic, integrated communications strategies for business units. This will provide an overarching approach - with associated protocols and processes - for managing and leveraging municipal digital platforms (e.g. social media accounts, halifax.ca, digital screens). The Digital Strategy will serve as the framework for the activation of all initiatives by members of the municipal Social Media Team, with the oversight and approval of the Digital Strategist.</p>
<p>Improve Social Media Management (Target: December 31, 2020) Procure a social/media management tool to improve the capacity to optimize the municipality’s reach and engagement with a growing and connected customer audience. This tool will also support enhanced capacity to monitor and mitigate ongoing issues management requirements.</p>
<p>Launch and Manage New Intranet (Target: March 31, 2021) Building on the work initiated in 2019/20, work with ICT to launch a SharePoint-based content management platform as part of a broader intranet transformation strategy. The new Intranet will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information.</p>
Service Excellence – Performance Excellence
<p>Establish new Client-Centric Service Model (Target: September 30, 2020) Informed by the recommendations of the service review in 2019/20, a new client-centric service model for Corporate Communications will be developed. This includes the creation of new positions for client services and social media, as well as the restructuring of existing roles to support strategic delivery of creative/ graphic design and internal communications content.</p>

2020/21 Deliverables with Estimated Completion

Develop Service Level Agreements (Target: March 31, 2021)

To better deliver on service excellence, Corporate Communications will develop Service Level Agreements (SLAs) with three (3) business units. SLAs will be developed for all business units within two years. Designed to ensure effective service delivery as well as optimum resource allocation and utilization, SLAs will clarify respective roles and responsibilities as well as establish agreed upon processes and protocols related to ongoing communications efforts.

Develop Service Catalogue (Target: March 31, 2021)

Informed by the recommendations of the service review in 2019/20, develop a service catalogue identifying all the services offered by Corporate Communications to business units. This catalogue will also serve to clarify the respective authority and accountability of business units and Corporate Communications regarding the delivery of services.

Healthy, Livable Community – Public Safety

Support delivery of Emergency Communications Solutions Strategy (Target: March 31, 2021)

Support HRFE's Emergency Management Office with development and execution of an Emergency Communications Solutions Strategy (ECSS).

Complete ICS Training (Target: March 31, 2021)

The municipality's Emergency Management Office (EMO) follows Incident Command System (ICS) protocols. To ensure effective operations during emergency situations (e.g. extreme weather, natural disasters, evacuations, etc.) Corporate Communications must ensure it has the capacity and training to fulfil its roles at the EMO. ICS training for a minimum of eight (8) staff will be completed.

CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction (CFDC) is committed to supporting business units by providing professional and technical services including the project management, design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, transit terminals and garages, administrative buildings, fire stations, and police facilities.

Services Delivered:

FINANCIAL RESPONSIBILITY – RESPONSIBILITY FOR RESOURCES

Growth (Capital Delivery) – Buildings and Facilities

This service is responsible for planning, designing, implementing, and delivering (project management) construction and enhancement projects for municipally owned facilities and buildings.

Asset Renewal (State of Good Repair) – Buildings and Facilities

This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Growth Delivered	\$17,110,000	\$11,420,000	\$12,998,000	\$3,960,000
Asset Renewal delivered	\$17,378,000	\$16,187,000	\$22,680,000	\$28,090,000
% of Capital Budget is committed within the fiscal year (Target: 80%)	82%	84%	85%	85%
Building Condition Assessments Completed	*Updated: 3 **New: 49	Updated: 0 New: 5	Updated: 50	Updated: 50

*Updated = Facilities which were assessed in prior years, being reassessed and updated

**New = Facilities being assessed for the first time

PERFORMANCE ANALYSIS

Several major projects are underway including the Saint Andrew's Community Centre currently under construction, the Mackintosh Depot in detail design phase, and the Williamswood Fire Station prepared for Design-Build Procurement. CFDC is projecting the carry forward funds (unspent funds from previously approved budget years) will be reduced by 20% from the beginning of the year. This helps ensure that funds requested in future budget years are spent in that budget year.

Growth Projects (Capital Delivery) - Major construction activities and improvement projects in 2019/2020 include:

- St. Andrews Community Centre, under construction – anticipated open for full programming September 2020.
 - The \$11 million revitalization project included the demolition of existing infrastructure and the construction of a new community centre that is purpose built to better align the facility with user’s expectations.
 - Upgrades include a new double gymnasium, universal locker and change rooms, improved accessibility, visibility and security, and more.
- Various Accessibility Projects – including vertical lifts, boat launch and accessible beach mats.

Asset Renewal Projects (Capital Delivery) - Major capital improvement and repair/replacement projects in 2019/2020 included:

- Long Term Arena Strategy (LTAS), nearing completion
 - Demolition of Devonshire Arena has been completed
 - Halifax Forum, currently in planning phase – CFDC is providing support and oversight of development options and will oversee the construction of the facility.
- Various Roof Replacements – upgrades to the following facilities were completed: Acadia Building, Halifax Ferry Terminal, Burnside Transit Centre, and Dartmouth North Community Centre.

Recent training initiatives around safety initiatives, are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

CFDC continues to develop standardized Project Management Plans to support efficient and consistent project delivery. These include the Consultant Scope of Work, RFP deliverables, and research into new contracting methodologies to improve project delivery.

CORPORATE FACILITY DESIGN AND CONSTRUCTION KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>New build of St. Andrews Recreation Centre - Year 2 (Target: March 31, 2021)</p> <p>Year 2 of a multi-year project, components to be completed during fiscal year 20/21 include Substantial Completion, building opened to the public, and Total Completion of the St. Andrews Recreation Centre.</p>
Transportation - A well maintained transportation network
<p>Mackintosh Depot Renewal - Year 3 (Target: March 31, 2021)</p> <p>Year 3 of a multi-year project, components to be completed during fiscal year 20/21 include making the building weather tight and completing site work.</p>

2020/21 Deliverables with Estimated Completion
Financial Stewardship - Financial Position
<p>Building Conditions Assessment Update Year 2 (Target: March 31, 2021)</p> <p>Update the Building Condition Assessments (BCA) for buildings under 10,000 sq. ft. and improve integration of data with EAM. Report on the Facility Condition Index (FCI) of the referenced buildings and the portfolio as a whole.</p>
Diversity & Inclusion
<p>Safe, Respectful & Inclusive Work Environment - Facility Assessments - Year 2 (Target: March 31, 2021)</p> <p>Conduct facility assessments within each C&CS division to identify opportunity areas where inclusiveness and diversity is implemented within each C&CS division.</p>
<p>Safe, Respectful & Inclusive Work Environment - Assessment of Washroom Options - Year 2 (Target: March 31, 2021)</p> <p>Based on 19/20 assessments, work toward providing gender neutral washroom options within C&CS locations.</p>

CORPORATE FLEET

Corporate Fleet’s goal is to provide our customers with **Safe, Reliable and Clean** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Halifax Regional Police, Halifax Regional Fire & Emergency, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and municipal fleet. Corporate Fleet is the asset manager for over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicles and equipment. Corporate Fleet explores and remains current with the latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

Services Delivered

FINANCIAL STEWARDSHIP – FINANCIAL POSITION

Fleet Asset Acquisition and Disposal

This service is responsible for the procurement of Fleet assets and equipment repair including the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes including operational changes as advised by clients. Corporate Fleet maintains close communication with customers to determine their current and future needs, and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization

This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures, the ability to both create and closely monitor KPIs will increase, allowing evidence-based decision making and the ability to anticipate trends and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel and AVL projects which will bring more usage data and assist with fleet rationalization.

Legislative Compliance Monitoring

This service provides risk management by ensuring Corporate Fleet and its clients are aware and operate its vehicles and equipment, garages and maintains the fleet assets within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Fleet to track vehicle compliance and upcoming deadlines for renewal.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Vehicle Repair and Maintenance

This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVIs, body repairs and small engine repairs. Diverse assets maintained by this team range from fire trucks to passenger cars, farm tractors to chainsaws.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Maintenance Request Hours (Preventative maintenance work)	3,631	3,500	12,200	12,200	NA
Maintenance Request Hours (Demand maintenance work)	19,342	18,712	9,800	9,800	NA
Average Fleet Age (years)	6	8	10	9	NA
Fleet Assets availability rate	93%	92%	90%	90%	NA
Service Request Rate: Percent of Non-PM (Planned or Preventative Maintenance) Work Order Hours	84.2%	84%	45%	45%	58%
Operating Cost per Vehicle KM	\$0.69	\$0.75	\$0.75	\$0.74	\$0.80
Canadian Association of Municipal Fleet Managers Door Rate	\$71.52	\$73.22	\$74.43	\$85.64	\$102.00

*Municipal Benchmarking Network Canada

**All measures are Municipal Fleet only except CAMFM Door Rate, which includes All Corporate Fleet

PERFORMANCE ANALYSIS

As a result of the Preventative Maintenance (PM) program review implementations and revised processes, Corporate Fleet data capture and reporting provide a more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix). This change is reflected in the 2019/20 projected and 2020/21 planned measures.

Vehicle maintenance and operating costs of an HRM fleet vehicle are influenced by several factors including usage, weather, cost of fuel, vehicle/equipment, age and vocation. During 18/19, the total kilometers driven was 6% less than the prior year. This was the main contributor to the increased operating cost per vehicle km.

Fleet recapitalization plays a key role in the reduction of downtime, not only for the vehicle, but also for the user. Aged equipment costs more to maintain, requires maintaining a large parts inventory or sourcing, has less usage, and produces higher emission levels.

CORPORATE FLEET KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance & Engagement - Fiscal Responsibility
<p>Corporate Fuel Management-Fuel Management Program (Target: March 31, 2021)</p> <p>As part of the joint responsibility for HRM Corporate Fuel Management, Corporate Fleet will be responsible for Fuel Management, in particular:</p> <ul style="list-style-type: none"> • Strengthen management and controls over fuel usage, data, and compliance; • Develop policy and processes for fuel administration and management; and • Establish roles and responsibilities regarding monitoring, authorizations, and reporting.
<p>Vehicle Compliance (Target: March 31, 2021)</p> <p>Support regulatory vehicle compliance for HRM through a Fleet Safety Management Program. This includes adding a manager of Fleet Compliance to the Fleet organization structure, the implementation of Vehicle Compliance administration documentation/ adherence to program, and development of training requirements.</p>
<p>Fleet Optimization (Target: March 31, 2021)</p> <p>This initiative will identify utilizations of light duty Municipal and non-emergency Fire vehicles. Corporate Fleet, along with a utilization committee, will establish use guidelines to ensure standardization and optimization through right fit and allocation; and create metrics for tracking vehicle use.</p>
Service Excellence - Performance Excellence
<p>Service Level Agreements (Target: March 31, 2021)</p> <p>To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of HRM vehicles and equipment.</p>
<p>Performance Improvement (Target: March 31, 2021)</p> <p>Implement Lean Six Sigma (5S strategy) in all Fleet garages to promote efficiencies and process improvement, making a better workspace for staff.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Target: March 31, 2021)</p> <p>To support the Diversity and Inclusion Framework, Corporate Fleet will continue to create meaningful partnerships with Education and Training such as Women Unlimited, NSCC and high schools to enhance diversity of employees in HRM trades positions.</p>

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS

Municipal Facilities Maintenance and Operations (MFMO) is committed to supporting Administrative priorities and maintains more than 220 HRM-owned buildings, pools and splash pads, through preventative and lifecycle maintenance planning, providing clean and safe facilities for all HRM customers.

Services Delivered

FINANCIAL STEWARDSHIP – FINANCIAL POSITION

Energy Efficiency Retrofits

This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities. In April of 2018, MFMO partnered with the Energy & Environment division of HRM and collaborated with Efficiency Nova Scotia to help reduce energy consumption, energy costs and greenhouse gases associated with HRM's portfolio of approximately 220 corporate buildings. This was part of a broader effort by the municipality to reduce its corporate green house gas emissions by 30% over 2008 levels to meet Council's 2011 resolution by 2020. HRM is now tracking energy usage in its largest 61 buildings.

Year 1 of this partnership resulted in a reduction of 5,520,276 kwh/year, 3,569 tons CO2e/year, and a net deferral of \$750,075 annually. There was originally a focus on energy efficient lighting retrofits, however, in this coming year, there will be a greater focus on the recommissioning of HRM buildings to gain continued savings from results of building optimization studies that are being completed.

Natural gas heating conversions have been completed on buildings such as Eric Spicer, Captain William Spry Community Centre, and the Caledonia Greenhouses that have resulted in reductions in overall utility costs. For this coming year, the West Street Fire Station is proposed for natural gas conversion. As a result of improved processes with respect to transitional properties, we are further reducing utility costs by winterizing these facilities.

OUR PEOPLE - HEALTHY AND SAFE WORKPLACE

Security and Access Management

This service provides security and access management services for HRM owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies, and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Buildings Maintenance and Operations

This service provides maintenance and operations services and project management expertise for HRM-owned and -leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, electrical, carpentry, and structural repair.

Indoor and outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair

This service provides operations services, including maintenance and repair for HRM indoor and outdoor swimming pools, splash pads, and the outdoor skating oval. This area is becoming a significant component of MFMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both

indoor and outdoor pools, add to the demands placed on the division to deliver the services within the current budget.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Number of Planned Maintenance Work Order Requests	6,500	7,768	8,000	8,000
Number of Demand Maintenance Work Order Requests	8,900	11,886	12,000	12,000
Ratio of Planned vs. Demand Work Orders	NA	40%	40%	40%
Cost of facilities maintenance per square foot *	\$9.35	\$7.24	\$7.45	\$7.45
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.50	\$2.64	\$2.71	\$2.71
Total square footage of buildings maintained by the MFMO	2,988,350	2,908,055	2,908,055	2,908,055
Customer Service Requests (addressed within standard)	85%	85%	85%	85%

* Costs are not inclusive of program support or amortization allocations

HRM facility disposal in 2018 and 2019 as of November 2019:

- Bowles Arena, 15 Ragus Road
- Fall River West School, 1018 Fall River Road
- Fire Station #53, 80 Sandy Cove Road
- Fire Station #60, 30 Latter Pond
- Fire Station #62, 1070 Old Sambro Road
- Khyber Arts Building, 1588 Barrington Street
- Residential property, 6863 Vaughan Avenue
- Riverline Community Centre, 80 Grono Road

HRM Facilities demolished in 2018 and 2019 as of November 2019:

- Various residential properties on Bayers Road
- Devonshire Arena, 3305 Devonshire Avenue
- St. Andrews Recreation Centre, 3380 Barnnstead (new construction, same site)

Buildings acquired by HRM in 2019:

- Flume Building, 58 Prince Albert Road

- 10 Symonds Road, Bedford

PERFORMANCE ANALYSIS

In addition to the Municipal Facilities Budget, MFMO also provides services to other facilities for business units such as Transit and Libraries, utilizing their budget, as well as other sites such as community-run facilities, where certain maintenance tasks are the responsibility of a governing board. These costs are charged directly to those business units.

Data collection for the City Works Asset Registry continues. The ratio of demand vs planned work orders is expected to continue as outlined in the table above. The end goal is for consistent data collection for planned maintenance to be captured into the City Works Asset Registry.

The decrease in cost of Facilities Maintenance per square foot (from \$9.35 in 2018/19 to \$7.24 in 2019/20) is mainly due to the disposal of surplus vacant properties, and the decrease in operating costs of maintaining certain assets. In addition, as facilities and equipment are capitalized, the trend will reflect a decrease in operating costs over time.

MUNICIPAL FACILITIES MAINTENANCE AND OPERATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Our People – Healthy and Safe Workplace
<p>Security Review Implementation (Target: March 31, 2021)</p> <p>To realize efficiencies and improve service delivery, MFMO will continue with implementation of next steps for the recommendations of the Security Review.</p>
<p>HRM CCTV Policy (Target: March 31, 2021)</p> <p>To improve safety in HRM facilities, HRM will develop an HRM CCTV Policy, informed by the recent approval of the CCTV Administrative Order.</p>
Financial Stewardship – Financial Position
<p>Corporate Fuel Management - Asset Management & Maintenance Program of Fueling Sites</p> <p>(Est Compl; March 31, 2021)</p> <p>As part of the joint responsibility for HRM Corporate Fuel Management, MFMO will develop an Asset Management & Maintenance Program inclusive of fuel station inventory, and development of a preventative maintenance and monitoring program.</p>
Financial Stewardship - Risk Management Framework

2020/21 Deliverables with Estimated Completion
<p>Surplus/Vacant Property Decommissioning Process (Target: Q2 2021/22)</p> <p>To mitigate risk and costs associated with maintaining and securing surplus/vacant properties, MFMO will work with Real Estate and Business Units to develop a formalized process for decommissioning of surplus /vacant property. This would set parameters around the shutdown and acquisition of a building/facility and equipment.</p>
Diversity & Inclusion
<p>Meaningful Partnerships (Target: March 31, 2021) Partner with NSCC and other Facility Management Organizations to promote diversity with apprenticeships and facility trades positions.</p>

ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement with the objectives to minimize costs and deliver desired service results. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the Municipality. The OPE Office provides leadership, support and guidance to the entire organization through continuous improvement engagements and facilitation, organizational change management, implementation of methodologies, that encouraging the practice of continuous improvement. Key organizational activities for 2020/21 include the following:

- Identifying, leading, and supporting corporate level improvement initiatives;
- Provision of training and tools, including e-learning, aligned with continuous improvement including Lean Six Sigma methodologies;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes utilizing the Benefits Realization Framework; and
- Continuing to support the Corporate Customer Service Strategy implementation.

Services Delivered

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Performance Excellence Leadership

The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

Organizational Change Management Leadership

Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

Organizational Portfolio Management

Organizational Performance Excellence will continue to develop and support collaborative approaches and innovative decision making across the organization with a focus on engaging employees, collaborative problem solving, improving service, and lowering costs.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	140	357	400	300
# Corporate Level Projects Completed	NA	5	5	5
# Green Belt Level Projects Completed by Business Units	NA	1	20	8
Financial Benefits Resulting from Continuous Improvement Projects	NA	NA	NA	\$410,000 to \$820,000

PERFORMANCE ANALYSIS

In 2019/20, the Performance Excellence (PE) training program focused on tools that measure progress and address performance gaps. OPE created the Benefits Realization tracking tool to assist business units with reporting on continuous improvement project results and financial benefits. Focusing on benefits realization encourages evidence-based decision making and the realization of strategic outcomes. It is important to recognize the non-financial benefits can be as important as the financial benefits being achieved. Financial benefits projected for 2010/21 will be dependent upon eight new Green Belt Candidate projects being identified, current Green Belt projects realizing targets, and five new corporate projects being identified and led by OPE.

ORGANIZATIONAL PERFORMANCE EXCELLENCE KEY DELIVERABLES
(2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Innovation
<p>Performance Excellence Project Leadership (Target: March 31, 2021)</p> <p>To encourage continuous improvement methodologies, and enhance service delivery, OPE will help identify and lead 5 Corporate PE projects and 8 Green Belt level projects while providing project support to BU led projects in 2020/21.</p>
Service Delivery – Service to People
<p>Customer Service Strategy (Target: March 31, 2021)</p> <p>Review and update the customer service strategy and develop a 3-year corporate action plan</p>
Service Excellence - Performance Excellence
<p>Performance Excellence Leadership (Target: March 31, 2021)</p> <p>OPE will promote the Benefits Realization Tool across the organization, ensure it is utilized to measure financial/non-financial benefits on all new continuous improvement projects and report back on progress.</p>

REGULATORY MODERNIZATION

To help advance HRM's Organizational Performance Excellence goals, and implement the 5-year Economic Growth Plan, HRM will develop policy and strategic direction, and make operational improvements to reform its regulatory framework by reducing the burden of outdated, overly complex or redundant regulation and business processes, and improving municipal policy outcomes. This will make Halifax an easier place to do business, raise investor confidence, and help develop Halifax as a progressive and sustainable city and community.

Moving forward, Regulatory Modernization will focus on the continuance of the Joint Project with the Province of Nova Scotia to reduce red-tape for businesses; furthering internal capacity-building and collaboration to advance business process and customer service improvements to support regulatory service delivery; and development of a corporate framework to shift regulatory modernization from a project to a sustainable program of regulatory reform.

Services Delivered

SERVICE DELIVERY – SERVICE TO OUR BUSINESS

Regulatory Modernization Continuous Improvement Planning

Corporate coordination and oversight for the identification of continual, incremental regulatory improvements and implementation of regulatory modernization operational priorities and outcomes across business units.

Regulatory Reform

Corporate leadership, engagement, capacity-building and collaboration to develop and implement a multi-year strategic program of regulatory improvement, red-tape reduction and performance measurement.

PERFORMANCE ANALYSIS

A key objective for Regulatory Modernization is the development of an outcomes-based approach to improving municipal regulation and service delivery using indicators of customer satisfaction, financial performance and cost, productivity and efficiency, and stakeholder confidence. Toward this objective, baseline data and metrics to measure performance has begun for a selection of permit and licence processing times. In order to ensure that performance measurement results in quality data that can be used to effectively identify gaps and inefficiencies in service delivery, HRM is working with the Province and key stakeholders during this business cycle to determine a regulatory burden reduction performance management framework that can be used to benchmark HRM against other municipalities and set meaningful service targets tied to HRM's policy objectives and priority outcomes. HRM's first regulatory modernization performance management report will be released in early 2021.

REGULATORY MODERNIZATION KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our Business
<p>Joint Project Regulatory Modernization Implementation (Phase II) (Target: March 31, 2021)</p> <p>To remove regulatory barriers for business and promote economic growth and community prosperity, C&CS will lead the management of the Joint Project for Regulatory Modernization (Phase II) partnership with the Province of Nova Scotia and business advisory panel to implement a 2-year regulatory reform work-plan, which will include multiple actions addressing: red-tape reduction, customer service effectiveness, strengthening government-to-government collaboration, performance measurement and regulatory impact assessment, and communication.</p>
<p>Regulatory Modernization Performance Measurement (Target: March 31, 2021)</p> <p>To achieve Municipal service delivery standards for business customers, C&CS in partnership with lead Business Units will develop a Performance Management framework for monitoring, evaluating, and reporting on regulatory burden reduction activities to support operational planning and prioritization. Year one results and Performance Measurement report will be targeted for delivery in Q3 2020.</p>

2020/21 Deliverables with Estimated Completion
Service Delivery – Innovation
Regulatory Modernization Strategy (Phase II) (Target: March 31, 2021) C&CS will lead the development and delivery of a Phase II Corporate Regulatory Modernization strategy.
Regulatory Modernization - Continuous Improvement Action (Phase II) (Target: March 31, 2021) To incorporate red-tape reduction and other regulatory modernization outcomes into HRM's performance excellence work, C&CS will lead the development of a joint continuous improvement action plan to reduce regulatory burden across the HRM organization.

Summary of Net Expenditures - Corporate & Customer Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
I102 Org PerformanceExcel	470,601	689,500	606,400	678,100	(11,400)	(1.7)
*** Organizational Performance Exc	470,601	689,500	606,400	678,100	(11,400)	(1.7)
I101 Cop Cust Serv Admin	533,894	500,300	521,400	566,200	65,900	13.2
*** Director's Office Corp Cust Se	533,894	500,300	521,400	566,200	65,900	13.2
W953 Facility Development	959,245	1,121,700	1,149,000	1,355,900	234,200	20.9
*** Facility Design & Construction	959,245	1,121,700	1,149,000	1,355,900	234,200	20.9
R102 Integrated Sec Manag	1,173,147	1,063,200	1,105,600	1,332,000	268,800	25.3
W160 Facilities Admin	2,020,871	2,071,200	1,958,900	2,126,500	55,300	2.7
W169 Transitional Properties	381,281	353,300	369,300	348,900	(4,400)	(1.2)
W200 Facility Operations	5,027,412	5,462,600	4,965,700	8,238,800	2,776,200	50.8
W203 Alderney Gate FacMgt	532,575	498,200	718,100	-	(498,200)	(100.0)
W211 Clean & Tenant Serv.	2,556,085	2,430,700	2,482,600	-	(2,430,700)	(100.0)
W212 Structural and Arenas	2,674,612	2,342,400	2,650,500	-	(2,342,400)	(100.0)
W213 Mechanical & PM Serv	4,800,137	3,952,400	4,445,400	7,781,700	3,829,300	96.9
Z112 Stadium Operations	<u>1,527,473</u>	<u>1,619,000</u>	<u>1,617,700</u>	<u>1,621,300</u>	<u>2,300</u>	<u>0.1</u>
** Operations	20,693,593	19,793,000	20,313,800	21,449,200	1,656,200	8.4
*** Municipal Facilities Mtce & Op	20,693,593	19,793,000	20,313,800	21,449,200	1,656,200	8.4
R912 Fleet: Administration	<u>575,200</u>	<u>677,300</u>	<u>646,800</u>	<u>718,500</u>	<u>41,200</u>	<u>6.1</u>
** Fleet: Administration	575,200	677,300	646,800	718,500	41,200	6.1
R970 Fleet R&M:Municipal	5,905,203	6,413,900	6,071,300	6,102,700	(311,200)	(4.9)
R971 Fleet Rentals (Vehicle)	<u>(16,625)</u>	<u>(30,000)</u>	<u>(4,700)</u>	<u>(20,000)</u>	<u>10,000</u>	<u>(33.3)</u>
** Fleet: Municipal Site	5,888,578	6,383,900	6,066,600	6,082,700	(301,200)	(4.7)
R981 Fleet R&M:Fire	3,259,748	3,399,800	3,452,100	3,342,100	(57,700)	(1.7)
R985 Fleet R&M:Police	<u>1,706,147</u>	<u>1,700,500</u>	<u>1,850,000</u>	<u>1,583,000</u>	<u>(117,500)</u>	<u>(6.9)</u>
** Fleet: Emergency	4,965,895	5,100,300	5,302,100	4,925,100	(175,200)	(3.4)
*** Corporate Fleet	11,429,673	12,161,500	12,015,500	11,726,300	(435,200)	(3.6)
A663 Alderney Gate	123,937	127,100	118,100	125,600	(1,500)	(1.2)
A664 Bayers Road	177,946	186,900	186,700	189,400	2,500	1.3
A665 Scotia Square	190,330	245,600	236,300	251,000	5,400	2.2
A667 Acadia Centre	163,647	188,200	188,700	187,700	(500)	(0.3)
A668 Musquodoboit Harbour	20,000	20,600	20,600	20,600	-	-
A661 Lkd Admin. & Storefr	-	-	-	-	-	-
** Customer Service Centres	675,860	768,400	750,400	774,300	5,900	0.8
A625 311 Contact Centre	2,188,849	2,459,800	2,457,000	2,356,400	(103,400)	(4.2)
*** Customer Contact Centres	2,864,710	3,228,200	3,207,400	3,130,700	(97,500)	(3.0)
A124 Office Services	1,114,760	1,084,250	1,084,400	1,054,800	(29,450)	(2.7)
A620 Mrkt & Promotions	596,739	648,900	448,700	617,300	(31,600)	(4.9)
A622 Public Affairs	561,646	607,250	497,700	630,600	23,350	3.8
A623 Internal Communications	395,184	384,300	402,500	368,300	(16,000)	(4.2)
A624 Brand Management	216,032	233,500	232,000	144,700	(88,800)	(38.0)
E112 Corp.Comm.Admin.	194,480	199,800	265,400	609,900	410,100	205.3
*** Corporate Communications	3,078,840	3,158,000	2,930,700	3,425,600	267,600	8.5
Net Total	40,030,556	40,652,200	40,744,200	42,332,000	1,679,800	4.1

Summary Details - Corporate & Customer Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	13,254,182	14,974,100	13,692,300	15,300,600	326,500	2.2
6002 Salaries - Overtime	721,255	509,700	821,700	524,500	14,800	2.9
6005 PDP & Union Con Incr	(237,611)	-	(133,300)	-	-	-
6051 Shift Agreements	38,802	48,500	44,800	43,500	(5,000)	(10.3)
6054 Vacation payout	48,751	-	23,400	-	-	-
6100 Benefits - Salaries	2,883,100	3,190,400	2,983,200	3,109,400	(81,000)	(2.5)

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6110 Vacancy Management	-	(281,000)	(110,000)	(341,800)	(60,800)	21.6
6152 Retirement Incentives	101,498	119,000	111,100	116,000	(3,000)	(2.5)
6154 Workers' Compensation	244,869	277,000	260,000	276,800	(200)	(0.1)
6155 Overtime Meals	3,808	7,000	4,800	7,000	-	-
6156 Clothing Allowance	9,700	11,200	11,200	11,200	-	-
6158 WCB Recov Earnings	(250)	-	(800)	-	-	-
6199 Comp & Ben InterDept	(39,499)	(18,000)	(43,900)	348,900	366,900	(2,038.3)
9200 HR CATS Wage/Ben	(186,079)	(205,000)	(216,800)	(220,000)	(15,000)	7.3
9210 HR CATS OT Wage/Ben	(65,532)	(80,000)	(78,000)	(87,000)	(7,000)	8.7
9230 HR CATS OT Meals	10	-	-	-	-	-
* Compensation and Benefits	16,777,004	18,552,900	17,369,700	19,089,100	536,200	2.9
6201 Telephone/Cable	28,541	28,100	35,000	33,100	5,000	17.8
6202 Courier/Postage	682,972	616,600	640,300	690,100	73,500	11.9
6203 Office Furn/Equip	114,997	120,300	131,500	115,100	(5,200)	(4.3)
6204 Computer S/W & Lic	153,757	226,200	152,500	226,200	-	-
6205 Printing & Reprod	150,651	101,100	165,600	160,200	59,100	58.5
6207 Office Supplies	49,684	31,600	50,400	44,700	13,100	41.5
6299 Other Office Expenses	529	1,200	400	200	(1,000)	(83.3)
* Office	1,181,131	1,125,100	1,175,700	1,269,600	144,500	12.8
6301 Professional Fees	10,682	42,200	12,200	22,700	(19,500)	(46.2)
6303 Consulting Fees	87,923	51,000	42,000	30,000	(21,000)	(41.2)
6304 Janitorial Services	2,074,722	1,855,900	2,131,000	2,227,200	371,300	20.0
6308 Snow Removal	543,188	795,300	540,100	604,000	(191,300)	(24.1)
6310 Outside Personnel	1,090	7,000	3,600	4,000	(3,000)	(42.9)
6311 Security	1,132,641	963,200	999,800	806,700	(156,500)	(16.2)
6312 Refuse Collection	131,398	287,400	146,600	157,400	(130,000)	(45.2)
6399 Contract Services	1,170,131	1,147,700	1,152,800	1,273,700	126,000	11.0
* External Services	5,151,773	5,149,700	5,028,100	5,125,700	(24,000)	(0.5)
6401 Uniforms & Clothing	35,248	58,800	55,000	59,300	500	0.9
6402 Med & First Aid Supp	6,825	7,400	8,000	6,900	(500)	(6.8)
6403 Patrol Equip Supplies	8,427	-	-	-	-	-
6404 Rec Prog Supplies	(176)	-	-	-	-	-
6405 Photo Supp & Equip	1,414	500	3,000	6,500	6,000	1,200.0
6406 Bridge Tolls	8,667	7,000	8,500	7,000	-	-
6407 Clean/Sani Supplies	173,697	158,500	189,400	159,500	1,000	0.6
6409 Personal Protect Equ	29,487	27,600	39,200	32,300	4,700	17.0
6499 Other Supplies	101	-	1,400	-	-	-
* Supplies	263,690	259,800	304,500	271,500	11,700	4.5
6501 Asphalt	11,879	15,500	10,000	500	(15,000)	(96.8)
6502 Chemicals	135,462	199,500	136,800	184,000	(15,500)	(7.8)
6504 Hardware	68,635	61,000	67,700	58,000	(3,000)	(4.9)
6505 Lubricants	40,444	46,900	39,400	45,100	(1,800)	(3.8)
6506 Lumber	-	1,400	-	1,400	-	-
6507 Propane	117,308	128,000	140,000	224,000	96,000	75.0
6510 Road Oils	-	-	700	-	-	-
6511 Salt	206	-	1,600	-	-	-
6512 Sand	36	-	-	-	-	-
6515 Stone and Gravel	4,325	-	-	-	-	-
6517 Paint	29,143	8,000	55,000	28,000	20,000	250.0
6519 Welding Supplies	5,539	4,000	5,100	6,000	2,000	50.0
6599 Other Materials	596	1,000	1,200	1,000	-	-
* Materials	413,573	465,300	457,500	548,000	82,700	17.8
6602 Electrical	449,136	415,200	415,900	419,200	4,000	1.0
6603 Grnds & Landscaping	63,134	25,100	128,100	40,100	15,000	59.8
6604 Bus Gates/Shltr-R&M	7,300	-	-	-	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6605 Municipal Taxes	8	-	-	-	-	-
6606 Heating Fuel	1,005,535	921,500	897,600	891,500	(30,000)	(3.3)
6607 Electricity	3,107,968	3,197,700	3,125,700	3,325,700	128,000	4.0
6608 Water	551,905	571,800	534,600	584,600	12,800	2.2
6609 Elevator & Escalator	84,302	115,000	130,000	122,000	7,000	6.1
6610 Building - Exterior	915,843	486,500	938,600	666,500	180,000	37.0
6611 Building - Interior	772,542	560,500	782,200	565,400	4,900	0.9
6612 Safety Systems	512,005	395,000	421,300	407,000	12,000	3.0
6613 Overhead Doors	116,617	99,500	134,700	99,500	-	-
6614 Envir Assess/Cleanup	117,053	121,500	119,500	121,500	-	-
6616 Natural Gas-Buildings	911,493	930,000	930,000	1,030,000	100,000	10.8
6617 Pest Management	34,717	105,800	47,900	55,800	(50,000)	(47.3)
6699 Other Building Cost	84,243	6,400	(46,800)	1,000	(5,400)	(84.4)
* Building Costs	8,733,803	7,951,500	8,559,300	8,329,800	378,300	4.8
6701 Equipment Purchase	35,932	58,000	123,200	70,000	12,000	20.7
6702 Small Tools	68,745	58,900	80,600	60,000	1,100	1.9
6703 Computer Equip/Rent	1,272	1,000	800	1,000	-	-
6704 Equipment Rental	9,704	19,300	19,100	16,300	(3,000)	(15.5)
6705 Equip - R&M	90,997	227,400	135,600	165,200	(62,200)	(27.4)
6706 Computer R&M	140	-	100	-	-	-
6707 Plumbing & Heating	670,950	223,000	831,300	603,000	380,000	170.4
6708 Mechanical Equipment	1,215,238	521,500	800,000	546,500	25,000	4.8
6711 Communication System	3,027	6,200	3,600	6,400	200	3.2
* Equipment & Communications	2,096,005	1,115,300	1,994,300	1,468,400	353,100	31.7
6802 Vehicle R&M	2,142,244	2,247,500	2,540,500	2,271,000	23,500	1.0
6803 Vehicle Fuel - Diesel	730,436	719,200	716,200	618,100	(101,100)	(14.1)
6804 Vehicle Fuel - Gas	1,495,788	1,465,500	1,465,500	1,251,200	(214,300)	(14.6)
6805 Tires and Tubes	462,507	459,000	395,500	357,300	(101,700)	(22.2)
6806 Vehicle Rentals	15,318	21,000	15,000	21,000	-	-
6807 Vehicle Leases	104	-	-	-	-	-
6810 Comm Vehicle R&M	1,151,880	999,000	1,146,000	850,300	(148,700)	(14.9)
6811 Shop Supplies	41,369	43,500	52,600	41,600	(1,900)	(4.4)
6899 Other Vehicle Expense	27,829	50,000	32,000	210,000	160,000	320.0
* Vehicle Expense	6,067,476	6,004,700	6,363,300	5,620,500	(384,200)	(6.4)
6901 Membership Dues	15,271	20,300	16,800	18,300	(2,000)	(9.9)
6902 Conferences/Workshop	8,579	17,700	14,400	17,800	100	0.6
6903 Travel - Local	35,098	59,100	40,400	60,400	1,300	2.2
6904 Travel - Out of Town	12,148	27,500	34,200	37,000	9,500	34.5
6905 Training & Education	137,998	115,000	140,000	111,600	(3,400)	(3.0)
6906 Licenses & Agreements	199,862	208,800	210,900	214,500	5,700	2.7
6908 Medical Examinations	4,250	2,000	1,000	2,500	500	25.0
6909 Cost of Sales	10,324	-	-	-	-	-
6910 Signage	32,619	3,500	39,200	2,300	(1,200)	(34.3)
6911 Facilities Rental	37,402	-	-	-	-	-
6912 Advertising/Promotio	8,005	14,500	7,800	4,500	(10,000)	(69.0)
6913 Awards	334	300	300	300	-	-
6915 Research Data Acquis	2,503	5,000	1,500	6,000	1,000	20.0
6917 Books and Periodicals	781	6,500	500	6,500	-	-
6918 Meals	7,095	4,200	5,500	4,000	(200)	(4.8)
6919 Special Projects	182,589	510,000	93,200	270,000	(240,000)	(47.1)
6929 Procurement Card Clg	2,620	-	100	-	-	-
6936 Staff Relations	496	-	3,700	2,500	2,500	-
6938 Rewarding Excellence	10,861	17,500	20,900	16,100	(1,400)	(8.0)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6940 Fencing	30,202	5,000	29,600	20,000	15,000	300.0
6999 Other Goods/Services	<u>35,136</u>	<u>-</u>	<u>15,600</u>	<u>-</u>	<u>-</u>	<u>-</u>
* Other Goods & Services	774,173	1,016,900	675,600	794,300	(222,600)	(21.9)
7009 Internal Trfr Other	(238,291)	(9,400)	(53,800)	5,100	14,500	(154.3)
7010 IntTrfr Insur Funds	(66,447)	-	(14,000)	-	-	-
7012 Int Trf Print/Reprod	-	-	(113,600)	(120,000)	(120,000)	-
7099 Interdept Chargeback	<u>24,906</u>	<u>-</u>	<u>3,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
* Interdepartmental	(279,833)	(9,400)	(178,400)	(114,900)	(105,500)	1,122.3
8002 Insurance Claims	-	-	900	-	-	-
8003 Insurance Pol/Prem	1,245	-	3,900	-	-	-
8008 Transf to/fr Reserve	<u>(16,631)</u>	<u>-</u>	<u>(3,800)</u>	<u>-</u>	<u>-</u>	<u>-</u>
* Other Fiscal	(15,386)	-	1,000	-	-	-
** Total	41,163,410	41,631,800	41,750,600	42,402,000	770,200	1.9

Summary Details - Corporate & Customer Services

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5101 Parking Rentals	(314,147)	(280,000)	(325,000)	-	280,000	(100.0)
5151 Lease Revenue	<u>(304,687)</u>	<u>(304,000)</u>	<u>(305,000)</u>	<u>-</u>	<u>304,000</u>	<u>(100.0)</u>
* Fee Revenues	(618,833)	(584,000)	(630,000)	-	584,000	(100.0)
5508 Recov External Parti	(507,921)	(395,600)	(371,100)	(30,000)	365,600	(92.4)
5600 Miscellaneous Revenue	<u>(6,099)</u>	<u>-</u>	<u>(5,300)</u>	<u>(40,000)</u>	<u>(40,000)</u>	<u>-</u>
* Other Revenue	(514,020)	(395,600)	(376,400)	(70,000)	325,600	(82.3)
** Total	(1,132,854)	(979,600)	(1,006,400)	(70,000)	909,600	(92.9)
Net Total	40,030,556	40,652,200	40,744,200	42,332,000	1,679,800	4.1

HALIFAX

PARKS & RECREATION

2020/21 BUDGET AND BUSINESS PLAN

MISSION

PARKS & RECREATION WORKS TO CREATE A HALIFAX WHERE EVERYONE HAS ACCESS TO MEANINGFUL RECREATION EXPERIENCES THAT FOSTER HEALTHY LIFESTYLES, VIBRANT COMMUNITIES, AND SUSTAINABLE ENVIRONMENT

WE MAKE A DIFFERENCE.

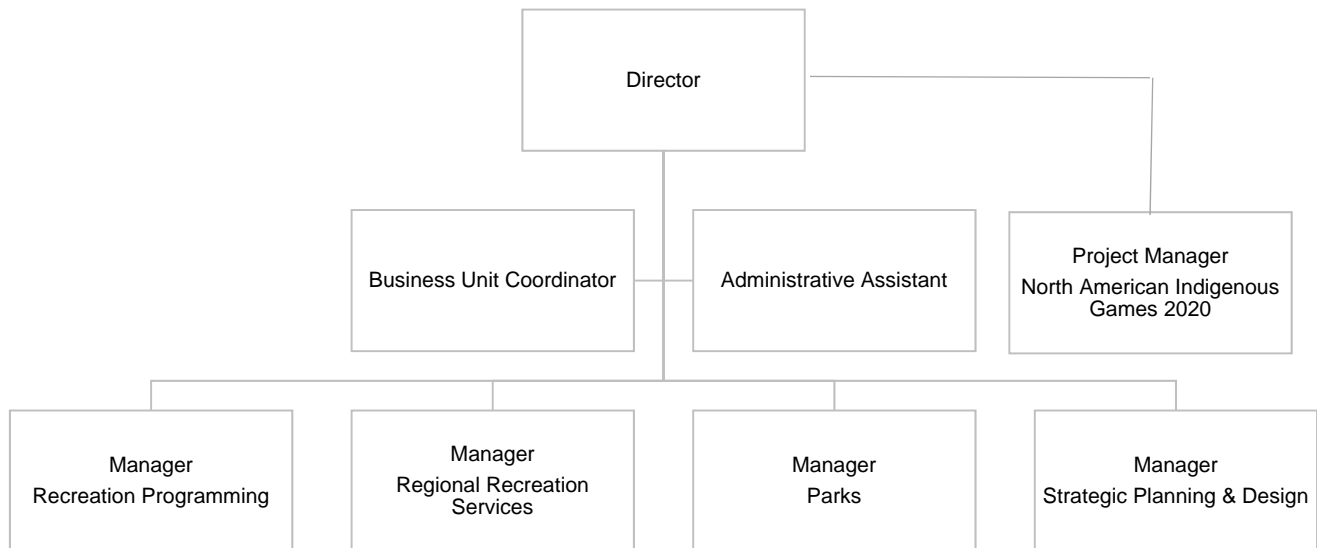
PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council and administrative priority outcomes of:

- Healthy, Liveable Communities - Recreation and Leisure;
- Social Development - Social Infrastructure;
- Social Development - Equity and Inclusion;
- Economic Development - Arts, Culture and Heritage;
- Governance and Engagement – Communications;
- Governance and Engagement - Municipal Governance;
- Governance and Engagement - Fiscal Responsibility.
- Service Delivery - Service to our People; and
- Service Delivery – Innovation

This is achieved through accessible programs, services, facilities and open spaces offering diverse recreation, leisure and cultural choices; and delivering inclusive civic events. Services provided through recreation, and facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields and skateboard parks.

PARKS & RECREATION ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2019/20 Approved	Change (+/-)	2020/21 Budget
Full Time	233.8	3.2	237.0
Seasonal, Casual and Term	238.1	4.0	242.1
Total	471.9	7.2	479.1

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.

The Public Safety Advisor office has been transferred through the budget process to the CAO business unit.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Parks & Recreation	5.5%	5.5%	5.6%
Average tax bill amount spent on Parks & Recreation	\$104.60	\$108.40	\$111.40

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

HEALTHY, LIVEABLE COMMUNITIES – RECREATION AND LEISURE

Develop and Implement Strategic Plans

Identify outcomes and priorities regarding service delivery, fiscal sustainability, accessibility, and inclusion through strategic plans including: Parks and Recreation Strategic Policy Framework, Fee Review, Playing Field Strategy, Museum Strategy, next phase of Halifax Forum Project, Halifax Common Master Plan, Rural Recreation Strategy and Park Standards.

Acquire and Develop Parkland

Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland such as Blue Mountain Birch Cove and other properties. Development of wilderness areas including the Shaw Wilderness Park. Priority focus will also be given to the park master plan for the rehab lands (Bissett Road), park amenities assessment for Bedford West, as well as development of bare parkland received through development /acquisition.

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Strengthen Partnerships

Continue to implement updated and modernized partnership agreements with the remaining community groups, Halifax Regional Centre for Education (HRCE), and continue oversight of updated agreements to ensure compliance.

Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development.

Support for social development in marginalized communities will continue, such as participation in Between the Bridges, Mobile Food Market, community gardens, etc.

SERVICE DELIVERY - SERVICE TO OUR PEOPLE

Improve Customer Experience

With the complete deployment of the Recreation Services software to all HRM operated recreation facilities and Multi-District partner facilities, focus will shift to improving customer experience through increased use of self-serve customer service and payment options. Staff will also continue to explore opportunities to increase unstructured play and improve access to programs and services. Focus on improvements of the overall quality of Parks & Recreation's assets through increased human resources, technology and process improvements will continue.

DIVERSITY & INCLUSION

Diversity in Management

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Parks & Recreation will focus on working towards increasing diversity in our management team in all employment equity (EE) areas (women, aboriginal peoples, people with disabilities; members of visible minorities).

PARKS & RECREATION BUDGET

KEY CAPITAL INVESTMENTS

Key Capital Investments			
Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Healthy, Liveable Communities			
Recreation and Leisure	St. Andrew's Community Centre	2,000,000	113,000
	Multi-District Facilities Upgrades	2,200,000	
	Beazley Park	600,000	101,000
	Park Recapitalization	1,225,000	1,500
	Playing Fields and Courts - Renewal	1,500,000	4,000
	Playing Fields and Courts - New	550,000	32,000
	Park Land Acquisition	500,000	10,000
	Halifax Common Upgrades	600,000	
	Recreational Trails	350,000	15,000
	Off-Leash Dog Park	60,000	
	Point Pleasant Park Upgrades	250,000	
	Regional Water Access	80,000	
	Splash Pads	500,000	
Economic Development			
Arts, Culture, and Heritage	Cultural Spaces	250,000	28,100

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Strategic Planning and Design	\$ 1,488,210	\$ 1,599,700	\$ 1,578,800	\$ 1,787,700	\$ 188,000	11.8
Directors Office	527,920	570,500	971,100	581,500	11,000	1.9
Parks	11,215,963	11,720,700	11,461,000	12,088,900	368,200	3.1
Regional Recreation Services	5,806,323	6,714,700	7,006,400	6,758,000	43,300	0.6
Recreation Programming	8,627,277	8,542,400	8,401,900	8,581,000	38,600	0.5
Net Total	\$ 27,665,693	\$ 29,148,000	\$ 29,419,200	\$ 29,797,100	\$ 649,100	2.2

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget*	\$ 29,148,000
Compensation Changes:	
Compensation adjustment and new positions	1,985,400
Revenue Adjustments:	
Decrease in Ice rentals & Membership revenue	138,000
Reimbursement for NAIG expenses	(407,900)
Other Budget Adjustments:	
Increase in External Services for contract costs	176,700
Increase in Grounds, Landscaping and water for sportfields.	108,900
Debt Services expenditure transferred to fiscal services	(1,417,100)
Increase in Arts Grants	125,000
Increase in P&R operational support to Multi District Facilities (MDFs)	90,000
Increase in inclusion program support	40,100
Attributable Value in kind amount for NAIG	(265,200)
Miscellaneous Cost Centre Adjustments	75,200
Total Change	\$ 649,100
2020/21 Budget	\$ 29,797,100

* The Public Safety Advisor office has been transferred through the budget process to the CAO business unit.

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Compensation and Benefits	\$ 23,607,737	\$ 23,812,500	\$ 24,636,900	\$ 25,797,900	\$ 1,985,400	8.3
Office	347,108	360,200	483,450	376,900	16,700	4.6
External Services	5,757,551	5,605,000	5,849,650	5,781,700	176,700	3.2
Supplies	578,607	533,550	619,300	565,000	31,450	5.9
Materials	635,594	540,800	520,400	453,100	(87,700)	(16.2)
Building Costs	2,268,376	2,237,800	2,392,200	2,346,700	108,900	4.9
Equipment & Communications	615,522	707,100	754,500	731,100	24,000	3.4
Vehicle Expense	28,363	24,100	46,900	24,400	300	1.2
Other Goods & Services	4,046,414	3,171,550	3,965,600	3,341,000	169,450	5.3
Interdepartmental	(27,707)	192,400	(75,400)	194,900	2,500	1.3
Debt Service	1,607,909	1,417,100	1,417,100	-	(1,417,100)	(100.0)
Other Fiscal	3,821,313	5,173,800	5,162,900	5,082,200	(91,600)	(1.8)
Total Expenditures	43,286,786	43,775,900	45,773,500	44,694,900	919,000	2.1

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Fee Revenues	\$ (11,847,879)	\$ (12,065,800)	\$ (11,917,500)	\$ (11,927,800)	\$ 138,000	(1.1)
Other Revenue	(3,773,214)	(2,562,100)	(4,436,800)	(2,970,000)	(407,900)	15.9
Total Revenues	(15,621,093)	(14,627,900)	(16,354,300)	(14,897,800)	(269,900)	1.8
Net Total	\$ 27,665,693	\$ 29,148,000	\$ 29,419,200	\$ 29,797,100	\$ 649,100	2.2

PARKS & RECREATION SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Economic Development - Arts, Culture and Heritage
<p>North American Indigenous Games (Target: August 31, 2020)</p> <p>Ensure the municipality delivers its commitments required to stage the 2020 North American Indigenous Games (NAIG).</p>
Healthy Liveable Communities – Recreation and Leisure
<p>Develop and Implement Strategic Plans (Target: March 31, 2021)</p> <p>Identify outcomes and priorities regarding service delivery, fiscal sustainability, accessibility, and inclusion through strategic plans including: Parks and Recreation Strategic Policy Framework, Fee Review, Playing Field Strategy, Museum Strategy, next phase of Halifax Forum Project, Halifax Common Master Plan, Rural Recreation Strategy and Park Standards.</p>
<p>Acquire and Develop Parkland (Target: March 31, 2021)</p> <p>Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland such as Blue Mountain Birch Cove and other properties and the development of wilderness areas including the Shaw Wilderness Park. Priority focus will also be given to the park master plan for the rehab lands (Bissett Road), park amenities assessment for Bedford West, as well as development of bare parkland received through development /acquisition.</p>
<p>Improve Asset Management (Target: March 31, 2021)</p> <p>Parks & Recreation is responsible for the provision of safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. There will be an increased investment of Parks and Recreation's human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets.</p>

Diversity & Inclusion

Management Team Diversity (Target: March 31, 2021)

Work towards Increasing diversity in our management team in all employment equity (EE) areas (women, aboriginal peoples, people with disabilities; members of visible minorities).

PARKS

The Parks service area is committed to supporting Regional Council priorities through operation and maintenance for all parks, open spaces, sports fields, ball diamonds, tracks, all-weather fields, sport courts, playgrounds, cemeteries, green spaces, trails, and splash pads.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Outdoor Recreation Asset Maintenance

Responsible for maintenance of municipal sport fields, ball fields, and sports courts.

SOCIAL DEVELOPMENT - SOCIAL INFRASTRUCTURE

Park Management

Responsible for operation and maintenance of municipal parks and beaches.

Playground Maintenance

Responsible for revitalization and maintenance of playgrounds on HRM property and, through service agreements, those associated with community groups and schools.

Cemetery Management

Responsible for management, operation and maintenance of HRM-owned cemeteries

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
All Parkland in Municipality as a Percent of Total Area of Municipality	0.90%	0.92%	0.94%	0.94%	6.6%
All Parkland in Designated Urban Area as Percent of Urban Area	19.5%	19.5%	19.5%	19.5%	10.0%
Hectares of Maintained and Natural Parkland in Municipality per 100,000 Population	1,231	1,260	1,289	1,314	564

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Number of Playground Sites per 100,000 Population	93.3 (403)	94.2 (406)	94.2 (407)	94.8 (408)	71.5
Operating Cost of Parks per Person	\$41.05	\$40.45	\$41.88	\$40.81	\$64.38

* Municipal Benchmarking Network Canada

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	HRM 5-year Average
Grass Service Calls	438 (Actual)	672 (Actual)	462 (Actual)	450	708

The Parks division supports the recreational and leisure needs of HRM. Parkland, both maintained and natural, enhances the quality of life; physical, mental and psychological well-being of the individual and the community in its entirety. Parks create opportunities for people to gather, interact and socialize through active and passive leisure activities connecting themselves to their community, neighbourhood and municipality.

HRM measures its parks services against the Municipal Benchmarking Network of Canada (MBNCanada), a repository of performance data for several comparable Canadian municipalities. The measures are in four (4) categories: community impact, service level, efficiency, and customer service. There are numerous influencing factors to be considered when comparing the MBNCanada measures including, geography, demographics, maintenance levels, and service levels of maintained and natural parkland.

PARKLAND IN MUNICIPALITY AS A PERCENT OF TOTAL AREA OF MUNICIPALITY

Although HRM is one of the strongest municipalities in the provision of parks per capita and playgrounds, parkland as a percent of the municipality is low due to HRM's large geographic area, which is 79% higher than the MBNCanada average. By comparison, HRM's urban area continues to provide significantly higher park density.

TOTAL SERVICE CALLS FOR GRASS MAINTENANCE

Service calls grass maintenance for saw a 31% reduction in 2019 from 672 calls to 462 calls. This represents the second lowest call volume in 5 years. This can be attributed to grass vendors now having a better understanding of their district and contractual responsibilities which was facilitated by a restructuring of resources and maintenance practices to better meet public expectations and contractual obligations.

OPERATING COST OF PARKS PER PERSON

Operating cost of parkland per person and operating cost of parkland per hectare remains lower than average due to the structure and investment of the various MBNCanada members municipal parks budgets and varying service levels and contractual agreements. Costs attributed to parks services vary by municipality within MBNCanada and participants continue to work toward a common formula.

Parks aims to deliver its service as a customer focused, high performance, results-oriented service and therefore maintaining, and measuring are key components contributing to lifecycle management and performance excellence.

PARKS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Playground Inspections and Assessments (Target: March 31, 2021)</p> <p>Develop and implement practices that use CityWorks and Asset Registry technology to improve playground inspection delivery and measure performance against industry and service level standards.</p>
<p>State of Good Repair within Parks and Cemeteries (Target: March 31, 2021)</p> <p>Improve asset and enhance lifecycle management by addressing aging infrastructure of parks, fields, and cemeteries as well as improved customer experience through enhanced maintenance and service level standards.</p>
Service Delivery - Service to People
<p>Parks Seasonal Operations Plan (Target: March 31, 2021)</p> <p>To provide consistent and coordinated parks services, complete a maintenance and operational plan for the opening/closing of outdoor assets including details of all shoulder season tasks, lists priority of task completion, and set specific target dates.</p>

RECREATION PROGRAMMING

Recreation Programming is committed to supporting Regional Council priorities through the delivery of a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, community development and wellness.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Recreation Program Delivery

Recreation fosters healthy lifestyles, vibrant communities and a sustainable environment through encouraging lifelong participation. People of all ages and stages of life can begin and continue to participate in a variety of recreational opportunities. Lifelong participation includes active living, social gathering, connecting to nature,

involvement in arts and culture and volunteering in community initiatives. It can be a structured program or spontaneous free play activities.

SOCIAL DEVELOPMENT – EQUITY AND INCLUSION

Youth Development

The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.

Community Development and Support

Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

Volunteer and Non-Profit Support

Responsible for supporting the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# Direct Programs delivered by Recreation Programming	7822	8700 **	9,200**	10,000**
# of Unique Registrations	65,185	66,062**	70,000**	70,000**
# Youth Enrolled in Leadership Training	2019	3045	3050	3100
# Participants at Emera Oval (winter)*	104,720	110,000	115,000	115,000
# Participants at Emera Oval (summer)	41,012	49,567	43,853***	44,000
# Community based partnerships	375	375	375	375

* Weather Dependent

**Includes Sackville Sports Stadium and Drop-in programs

*** Shoulder Season (April, May) not staffed – no stats captured

PROGRAMS AND REGISTRATIONS

Recreation Programming has responded to changes in population, immigration, demand, and recreation trends by adjusting program offerings.

Aquatics

Group swimming lessons provides the greatest opportunity to maximize the number of participants learning to swim and improving swimming skills. As well, there is increase demand for inclusion swimming lessons. These two factors have been impacting HRM's capacity to meet previously offered private swimming lessons.

Recognizing that HRM does not offer private lessons in any other program, apart from the inclusion program, beginning in the Spring 2020 season, HRM will cease offering private lessons and focus on broadening the number of group offerings. With an overall shortage of available swimming instructors throughout the municipality with all aquatic partners, this service adjustment will allow the municipality to respond to demand for overall swimming lessons by offering more group lessons within the reality of workforce challenges. The municipality is hoping to mitigate the impact of instructor shortages by adjusting salaries reflected in Regional Council approved additional budget for 2020/21 onward.

Inclusion

One-on-one inclusion support is provided for all children to be able to participate in recreation programs. The demographics of our population are quickly changing, and the recreation service delivery must be adapted accordingly. The summer of 2017, HRM provided inclusion services to approximately 138 children with varying disabilities and several more with unidentified behavioural challenges. This number increased to 182 in the summer of 2018 and 190 in 2019 which highlights the increase demand for these services. Additional budget in 2020/21 will provide opportunities to expand the program including staff.

Program Registration

With the recreation software implementation beginning in 2018, the majority of registrations are now completed online with approximately 87% of registrants choosing this method.

Affordable Access Program

The Affordable Access Program allows qualified residents to apply for municipal subsidized programs (taxation, recreation, and transit). This new intake process allows residents to apply once and have that application considered for multiple programs. In 2019 the Recreation Access program approved the following: 100% funding - 1488 people, 50% funding - 446 people. Within the program a total of 523 individuals registered for discounted programs at a cost to HRM of \$153,563.

YOUTH ENROLLMENT IN LEADERSHIP TRAINING

Enrolment in HRM youth programming including Junior Leader programming and Youth Live increased slightly (5 participants) over 2018/19, as the awareness and availability of the Youth Leadership programs continues to improve. It is projected that the Youth Leadership programs will continue to have high participation, as the youth programming opportunities increases.

PARTICIPANTS AT THE EMERA OVAL

The participation numbers for winter 2019/20 realized a slight increase over 2018/19, with higher numbers projected for winter 2020/21. As the Emera Oval was not staffed in April and May 2019 and each spring onward, only summer usage in June, July, and August is tracked, showing a slight decrease compared to the previous year. As with any outdoor facility, utilization is weather-dependent.

RECREATION PROGRAMMING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Rural Recreation Strategy Development (Target: March 31, 2021)</p> <p>To address the needs of rural residents, develop a rural recreation strategy to inform effective approaches to increase recreation & leisure opportunities.</p>
<p>Recreation Fee By-laws/Administrative Orders Implementation (Target: April 30, 2020)</p> <p>To align and standardize fees within HRM, Parks & Recreation will present recommended Fee bylaws /Administrative Order for implementation as directed by Council.</p>
Social Development – Social Infrastructure
<p>Youth Engagement Plan 2 (Target: December 31, 2020)</p> <p>The Youth Engagement Plan 1 is coming to the end of the 3rd year, therefore, the Youth Engagement Plan 2 will be established to continue to determine effective ways of providing recreation opportunities for youth in HRM. Also included will be an assessment of the Multi-Service Youth Centre Pilot.</p>
Service Delivery - Service to our People
<p>Recreation Management Software Implementation (Target: March 31, 2021)</p> <p>To implement enhanced service and improve standardization of processes, Parks & Recreation will complete the migration to the new software solution including functionality for online equipment lending, self-serve customer service and broadening payment options.</p>

REGIONAL RECREATION SERVICES

Regional Recreation Services is committed to supporting Regional Council priorities through the delivery of services designed to enhance and empower communities such as civic events, cultural initiatives, community and regional recreation facility partnership support.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Sport & Scheduling

Responsible for scheduling HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional Centre for Education schools. Primary relationship with all sport organizations.

GOVERNANCE AND ENGAGEMENT - MUNICIPAL GOVERNANCE

Community Partnerships

Oversees alternate service delivery providing recreation programs and services through agreements with community groups and board-run facilities such as Facility Operating Agreement (FOA) boards, Multi-District Facilities, and Joint Use Agreements (Halifax Regional Centre for Education).

ECONOMIC DEVELOPMENT - ARTS, CULTURE AND HERITAGE

Arts and Culture Development and Support

Implementation of programs, plans, and policies related to culture and art, including provision of grants to professional arts organizations to support cultural sector.

Civic, Arts and Culture Festivals and Events Support Program

Responsible for civic, arts and culture festivals and events support. This includes planning, programming, financial support, delivery and logistical support to small to mid-size community festivals and events as well as large-scale annual events and major event hosting opportunities. Direct delivery of 10 large scale HRM operational events ex. Canada Day, Natal Day, Halifax Tree Lighting, and New Year's Eve.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median ⁽¹⁾ 2018
Arts, Heritage & Festival Grants Only per Capita	\$6.31 ⁽⁴⁾	\$4.42 ⁽⁵⁾	\$7.75 ⁽⁶⁾	\$8.04	\$8.01
Operating Cost for Arts, Heritage and Festival Grants Only per Capita	\$7.15	\$5.79	\$8.59	\$8.88	\$9.36
Culture Total Cost per Capita ⁽²⁾	\$15.96	\$12.72	\$20.62	\$20.91	\$26.08
# Annual (Signature ³) and Non-Annual Event Grants	19	22	24	26	NA
Value of Annual (Signature ³) and Non-Annual Event Grants	\$1,113,000	\$946,000	\$2,254,000 ⁽⁸⁾	\$1,700,000	NA
# Facility Agreements	34	34	34	34	NA
Financial Support Provided through Facility Agreements	\$1,381,000	\$1,362,000	\$2,417,000 ⁽⁷⁾	\$2,489,000	NA

(1) Municipal Benchmarking Network Canada

(2) Total cost of providing cultural services including grants and the funding of cultural venues, e.g. art galleries, historical sites, cultural centres, and museums

2020/21 Budget and Business Plan

(3) Previously referenced as Hallmark

(4) 2017/18 higher than normal due to release of second round of 100 Anniversary of the Halifax Explosion grants, Canada 150 community grants and cultural event funding to large scale events Tall Ships & ECMAs

(5) 2018/19 includes \$400k to Culture Link Performing Arts Society. No major cultural event funding (Pan Am Canoe Kayak & Memorial Cup are sporting events)

(6) 2019/20 includes \$400k to Culture Link, \$500,000 in direct funding and \$300,000 in value-in-kind for the North American Indigenous Games

(7) Reflects increase in subsidy requests and reallocation of funding to Parks & Recreation budget

(8) 2019/20 includes \$1,054,000 annual and non-annual grants, \$400,000 to 2022 Canoe Sprint World Championship (Canoe 22), \$500,000 to NAIG, \$300,000 IIHF Women's Worlds Hockey Championship

CIVIC/LARGE SCALE EVENTS

In 2020/21, Regional Recreation Services will continue the direct delivery of 10 large-scale HRM operational events, and provide event granting to approximately 19 community celebrations, 44 established community events, and 15 cultural showcases & events. In addition, approximately 25 event grants are expected to be issued from the Marketing Levy Special Events Reserve totaling up to \$1.5M. The value of annual and non-annual events for 2020/21 includes but is not limited to \$493,000 for annual events, \$200,000 to support to Canoe 22, \$250,000 for non-annual events.

Civic/Large Scale Events	2019 Dates
Canada Day	July 1
Bedford Days	June 27 – July 2
Natal Day	August 2 – 5
Clam Harbour Beach Sandcastle	August 11
Hopscotch Arts Festival	September 25 – 28
Halifax Tree Lighting	November 23
Halifax Explosion	December 6
Dartmouth Tree Lighting	December 7
Menorah Lighting	December 23
New Year's Eve	December 31

* 2020 dates to be confirmed

REGIONAL RECREATION SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People
<p>Technology Implementation (Target: March 31, 2021)</p> <p>Complete the implementation of the Recreation software solution to meet the needs of all HRM-owned recreation facilities including those operated by HRM and community boards enabling the municipality to explore a future One Membership model. The new solution includes program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>
Governance & Engagement - Municipal Governance
<p>Partnership Agreements (Target: March 31, 2021)</p> <p>Continue to modernize partnership agreements with the remaining community groups, Halifax Regional Centre for Education (HRCE), and continue oversight of updated partnership agreements to ensure compliance. Bring forward 10 agreements in 20/21 for Regional Council approval.</p>
Governance and Engagement – Promote and Maximize Growth
<p>Tourism Master Plan (Target: March 31, 2021)</p> <p>Parks & Recreation will support Discover Halifax in the completion of the Regional Destination Development Plan and any subsequent 20/21 recommendations.</p>
Economic Development – Arts, Culture and Heritage
<p>Museum Strategy Preparation (Target: September 30, 2021)</p> <p>Continue work on the cultural artifact inventory, museum stakeholder consultations and work on the development of the regional museum strategy (Phase 1).</p>

STRATEGIC PLANNING & DESIGN

The new Strategic Planning & Design service area is committed to delivering Parks & Recreation Policy development, recreation property reviews, facility master plans, capital planning, capital project oversight, parkland planning and acquisitions through subdivision development and as directed by Regional Council.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Policy and Planning

Responsible for development of strategic plans through the assessment of needs for recreation and parkland programs and facilities. Leads business unit reviews related to recreation and parkland assets including subdivision parkland dedication, real property assessments, and development of parkland master plans.

SERVICE DELIVERY – FISCAL RESPONSIBILITY

Capital Projects

Ensure approved Parks & Recreation capital projects are advanced sufficiently to enable them to be tendered/awarded/constructed. Overview of Parks Capital projects including service targets against specific milestones.

SERVICE DELIVERY – SERVICE TO OUR PEOPLE

Policy and Planning

Responsible for developing service delivery standards for parkland and outdoor recreation amenities as directed in the Halifax Green Network Plan.

STRATEGIC PLANNING & DESIGN KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Healthy, Liveable Communities – Recreation & Leisure

Completion of Strategic Plans (Target: March 31, 2021)

Completion and implementation of strategic plans related to recreation assets and municipal parkland such as Halifax Common, Halifax Forum, and Playing Field Strategy.

2020/21 Deliverables with Estimated Completion

Acquire and Develop Parkland (Target: March 31, 2021)

Business unit lead for the ongoing assessment of potential property acquisition priorities as directed by Regional Council. Focus will be given to the park master plan for the rehab lands (Bissett Road), park amenities assessment for Bedford West, as well as development of bare parkland received through development /acquisition.

Governance & Engagement – Fiscal Responsibility

Capital Project Delivery (Target: March 31, 2021)

Complete 90% of annual capital plan by March 31, 2021. Ensure approved Parks capital projects are advanced sufficiently to enable timely tendering/constructing/awarding.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
% of Parks Capital Projects Completed	84%	83%	80%**	80%	NA
% of Parks Capital Projects Tendered	93%	97%	94%	90%	NA

** Original Capital Budget (A List) Projects only

PERCENT (%) OF PARKS CAPITAL PROJECTS COMPLETED

Capital Project completion targets maintained at 80% based on projected three-year capital plan through to 2022/23. Construction of projects is scheduled based on seasonality, weather and any required permit approvals.

MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

Overall, recreation services in HRM are delivered through a hybrid system, with several facilities operated by third parties and others directly operated by the municipality. In 2011, HRM initiated a review of the governance and oversight of its regional facilities to ensure the current governance and operating models were appropriate and meet current requirements. Under that project, seven (7) Multi-District Facility Associations/Societies; Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Halifax Forum, St. Margaret's Centre, and Zatzman Sportsplex have negotiated updated and consistent management agreements.

The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of HRM's recreation outcomes. These agreements also contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the business plan submitted by each facility.

2020/21 FINANCIAL SUMMARY

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	\$1,485,000	\$1,165,000	(\$320,000)	\$320,000*	\$320,500*	(\$500)
Canada Games Centre	6,222,290	6,382,513	160,223	0	0	0
Centennial Pool	732,700	552,700	(180,000)	180,000	200,000	(20,000)
Cole Harbour Place	4,097,701	3,812,701	(285,000)	285,000	61,300	223,700
Halifax Forum	5,136,000	5,136,000	0	0	0	0
St. Margaret's Centre	1,856,350	1,536,350	(320,000)	320,000	284,000	36,000
Zatzman Sportsplex	4,143,850	\$3,747,000	(396,850)	400,000	600,000	(200,000)
TOTALS	\$23,673,891	\$22,332,264	(\$1,341,627)	\$1,505,000	\$1,465,800	\$39,200

* Includes both direct subsidy and Geo thermal subsidy

Alderney Landing, Centennial Pool, Cole Harbour Place, St. Margaret's Centre and Zatzman Sportsplex have requested subsidy funding. The subsidies require a total contribution request of \$1,505,000 which represents a \$39,200 increase over 2019/20. This variance is within the Parks & Recreation budget envelope and does not require additional funding.

As noted, the new management agreements for the Multi-District Facilities require that the facilities submit budgets and business plans beginning in 2019/20 pursuant to Regional Council's direction. The following pages include the business plans prepared by each facility and outline their respective programs and services.

ALDERNEY LANDING

Mission

Alderney Landing cultural venue delivers 667 immersive cultural festivals, events, and performances annually. The organization is governed by a Board of Directors and is operated by 7 full time staff, 5 part-time staff, and 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 445 program and event volunteers.

Vision

“Celebrated as a vibrant gathering place and the heart of a dynamic Dartmouth experience.”

Mission: Alderney Landing is a vital Culture and community gathering that brings together the public with local artists, performers, farmers, vendors.

TOP 3 DELIVERABLES FOR 2020/21

- Implement the tactics under our Strategic Plan for Alderney Landing, Theatre, Market, Gallery and Events.
- Develop a brand that aligns Alderney Landing’s dual cultural and community mandates, that is recognized for its commitment to diversity and inclusion.
- Build and maintain strong relationships with key partners that support Alderney’s mandate in planning for necessary facility rejuvenation.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Market Destination

Including a Saturday Farmers’ & Sunday Cultural Markets, these combined 100 days support local farmers, artisans, vendors and musicians. Continue to build as the social and cultural gathering place within the community.

Community Groups & Not for Profits Support

Continue to support the greater community by offering both the space to meet the community needs and to support their fundraising efforts.

ECONOMIC DEVELOPMENT – ARTS, CULTURE, HERITAGE

Signature & Partner Events

With 4 festivals (Mother Goose, Fire & Water, Bluenose Ghosts, and Christkindlmarket), and 2 partner events (Extravaganza and Multi-Fest) the aim is to cultivate further partnership events and funding support continuing to expand these offerings.

Art, Theatre, Music and Dance Events

2019/20 brought 288 theatre, 254 dance, 18 musical, and 83 gallery openings to Alderney Landing. The 20/21 goal is to attract additional performers in all areas and to create a strong brand identity to grow awareness with a consistent base of attendees.

2020/21 Alderney Landing Operating Budget

Expenditures	2020/21 Budget
Events, Cultural programming	\$262,200
Snow clearing and parking supplies	56,000
Art Gallery	23,000
Brand communication cultural programming	50,000
Tent install dismantle, cleaning, storage	9,000
Bar and catering	18,000
Wages and event staff	585,000
CPP EI WCB Health	61,000
Building maintenance	80,000
HRM Geo Thermal	40,000
Events supplies and equipment	84,200
Garbage removal	11,000
SOCAN, licenses, fees, ATM, security, linen	10,000
Utilities, power telephones	108,000
Interest, bank, ATM	3,200
Service and equipment	24,500
Professional fees and development	21,000
Property Tax and amortization	38,900
Total	\$1,485,000

Revenues	2020/21 Budget
Cultural Events programming	\$335,000
Events Plaza Parking	226,000

Revenues	2020/21 Budget
Farmer's and Cultural Market Vendors	168,000
Permanent Market Vendors	97,000
Theatre, tech and box office	139,000
Community corporate, bar and catering	37,000
Visual Arts	60,000
ATM	22,000
Cultural Grants	51,000
A.L.A. Donation	30,000
HRM Subsidy - Geo Thermal	\$40,000
Subsidy Requested	\$280,000
Total	\$1,485,000
Net Surplus/Deficit	\$0

SUBSIDY REQUEST

The request of a subsidy in 20/21 is \$320,000 (\$40,000+\$280,000), which is consistent with funding provided in 19/20 and is within the current Parks & Recreation budget envelope.

CANADA GAMES CENTRE

Mission

The Canada Games Centre is committed to the promotion of healthy and active living. We provide opportunities and access for sport and recreation at all levels. Driven by our passion, leadership and teamwork, we provide innovative programming and exceptional experiences.

TOP 3 DELIVERABLES FOR 2020/21

- Development of a Removing Barriers & Enhancing Accessibility Plan for the Canada Games Centre.
- Integration of HRM Legend Solution, SAP Solution, and ICT network into operations of the CGC.
- Integrate Management Agreement into operations and provide timely reporting and updates.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Recreation Programs

Offer a wide variety of Community, School, Camp and Sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and continue to align to the Sport For Life (S4L) model to foster active living through recreation.

Fitness and Wellness Programs

Offer over 60 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, fitness forever, high intensity training, etc. Often offer Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members with a nominal cost for non-members who might be interested.

Aquatics Programs

Our program focuses on basic survival skills and proper swimming technique. We offer a broad range of program such as Parent & Tot, preschool lessons, school aged lessons, swim patrol and a range of leadership program that prepared youth for employment as lifeguard and instructors. Working on collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

Facility Rentals

Rental of various spaces and areas around the facility including; pool lanes, community rooms, Field House courts, track and dance/fitness studios. Included in this area are birthday party bookings as they take place in areas that we traditionally rent.

2020/21 Canada Games Centre Operating Budget

Expenditures	2020/21 Budget
Compensation and Benefits	\$4,178,689
Office	142,060
Contract Services	347,402
Training and Education	45,000
Repairs and Maintenance	46,400
Supplies	40,871
Aquatics	74,617
Athletics	38,513
Materials	100,800
Building Costs	1,027,869
Equipment & Communications	73,270
Other Goods & Services	121,799
Total	\$6,222,290

Revenues	2020/21 Budget
Memberships	\$4,122,125
Aquatics	764,003
Athletics	709,730
Rentals	360,821
Advertising	11,999
Grants	15,000
Other Revenue	130,520
Leases	283,315
Subsidy Requested	\$0
Total	\$6,382,513
Net Surplus/Deficit	\$160,223

SUBSIDY REQUEST

Canada Games Centre has not requested an annual subsidy. Surplus funds are deposited into the requisite Capital Reserve for the Canada Games Centre Society (Halifax) as per the management agreement.

CENTENNIAL POOL

Mission

The Centennial Pool Association is committed to providing the opportunity for amateur sport athletes and the community to have access to aquatic training. The Association prides itself on delivering a clean and safe aquatic facility that provides access for amateur and professional athlete training.

TOP 3 DELIVERABLES FOR 2020/21

- Provide more opportunity for amateur athletes to access the benefits of aquatic training regardless of the sport they are training.
- Tapping into Professional Sport Training.
- Modernizing our safety & accessibility.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Fitness and Wellness Programs

Aquasize and Dedicated Lane Availability

Aquatics Programs

Adult Swim Lessons

Facility Rentals

Amateur Competitive Sport, Military Training, and Professional Sport fitness

2020/21 Centennial Pool Operating Budget

Expenditures	2020/21 Budget
Compensation and Benefits	\$389,940
Financial Expenses	26,100
Contract Services	48,740
Supplies	19,520
Aquatics Supplies & Equipment	8,000
General Operations Costs	176,280

Expenditures	2020/21 Budget
Equipment & Communications	4,800
Parking Lot Expenses	57,120
Marketing	2,200
Total	\$732,700

Revenues	2020/21 Budget
Memberships	\$24,000
Aquatics – Contract Rentals	240,000
Aquatics – Day Pass	56,000
Instructional	12,000
Parking	218,000
Vending Machines	2,700
Subsidy Requested	\$180,000
Total	\$732,700
Net Surplus/Deficit	\$0

SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Wage pressures for lifeguards to be on par with other facilities to promote staff retention and recruitment
- Equipment requirements for operations such as lifeguard chairs and uniforms
- Additional lifeguards on pool deck to continue to meet safety standards

These circumstances have necessitated the request of a subsidy in 20/21 of \$180,000, which is a decrease of \$20,000 from 19/20.

The impact of not receiving the subsidy would mean lifeguard retention concerns and delays in purchasing operational equipment.

This subsidy request is within the current Parks & Recreation budget envelope and does not require additional funding from the general tax rate.

COLE HARBOUR PLACE

Mission

To fulfil the recreational, cultural and wellness needs of the community, while creating a legacy for families and inspiring leaders of tomorrow

Vision

The Heart of the community, inspiring and enabling physical, mental and social well-being.

TOP 3 DELIVERABLES FOR 2020/21

- Development of removing barriers to increase accessibility to the facility.
- Focus on families and the amenities that we provide for them through memberships and programming.
- Reduction of utility costs through joint partnership with HRM and Efficiency Nova Scotia.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Recreation Programs

Cole Harbour Place (CHP) offers recreational programming for all age groups, 7 days a week. Our facility contains multiple dance studios, weight training centre, cardio room, spin studio, squash courts as well as a functional training space. Programs offered include, but are not limited to, spin classes, high intensity interval training (HIIT), yoga, Zumba, chair fit, personal training, heavy bag training, squash lessons, as well as a drop-in squash night. We also offer babysitting services as well as day camps to help keep parents active and youth engaged.

Aquatics Programs

We are home to a six lane, 25 metre competition pool, a large leisure pool, hot tub and tot pool. We offer a variety of recreational options for people of all ages in the pool. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement as well as group classes such as aqua-fit and social water fit.

Arena Programming / Rentals

Our facility contains 2 NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM learn to skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of a Major Midget, Major Bantam, Junior B and High School hockey teams and are involved in hosting large tournaments and camps throughout the year.

Facility Rentals

Associations, community groups, corporations and individuals can rent space to suit their needs. We offer multiple meeting rooms of various sizes, including a 5500 sq. ft Multi-Purpose Room. We have non-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve. Spaces are commonly rented for a variety of events including trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and weddings.

ECONOMIC DEVELOPMENT – ARTS, CULTURE, HERITAGE

Cultural Events

Played host to the annual Harvest Festival which is a major attraction for the local community every September. Highlights of the Harvest Fest include a parade, live music, fireworks, art exhibit, health expo, farmers market and many interactive games for kids and families. Due to Hurricane Dorian, a smaller event was enjoyed by the public.

2020/21 Cole Harbour Place Operating Budget

Expenditures	2020/21 Budget
Compensation and Benefits	\$2,302,443
Office	15,000
Contract Services	435,000
Training and Education	11,650
Repairs and Maintenance	122,000
Supplies	50,000
Aquatics	23,071
Athletics	29,851
Arena	29,500
Dance	3,900
Materials	39,000
Building Costs	786,232
Equipment & Communications	16,966
Other Goods & Services	21,819
Other Fiscal	211,269
Total	\$4,097,701

Revenues	2020/21 Budget
Memberships	\$1,038,174
Aquatics	623,840
Athletics	231,943
Arena	913,642
Dance	87,000
Rentals	100,153
Advertising	20,000
Other Revenue	86,656
Leases	711,293
Subsidy Requested	\$285,000
Total	\$4,097,701
Net Surplus/Deficit	\$0

SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- loss of ice revenue due to declining hockey registration and having numerous ice pads on the Dartmouth side which has shifted ice demands;
- minimum wage increase has a large effect on our wages paid;
- opening of privately-owned fitness centers in the city reducing memberships at CHP due to their low prices;
- aging building requires significant maintenance to ensure it is state of good repair, properly functioning and safe for everyone;
- union negotiations this upcoming year will have significant wage pressures; and
- implementation of Legend while concurrently running our previous systems during the transition.

These circumstances have necessitated the request of a subsidy in 20/21 of \$285,000 which is an increase of \$223,700 over last fiscal year.

Lack of funding could mean that the facility would defer annual maintenance; reduce part time staffing hours resulting in less programming and customer service; and have potential impact to legal services for union negotiations.

This subsidy request is within the current Parks & Recreation budget envelope and does not require additional funding from the general tax rate.

HALIFAX FORUM

Mission

The Halifax Forum Community Association is committed to providing an innovative and quality facility for a diverse cross-section of recreation, entertainment, arts, business, cultural and community-based events. We provide facilities that are fun, safe and versatile, which enables us to create opportunities for children, adults and seniors through individual, group and team activities. The Halifax Forum is a vital community partner for the residents of HRM and is committed to being financially responsible and efficiently managed.

TOP 3 DELIVERABLES FOR 2020/21

- Continue to operate in a financially responsible manner while offering a wide range of services and activities in one location.
- Maintain or increase event days throughout the complex with an emphasis on community and culture.
- Working with HRM during redevelopment planning phase to ensure the facility is appropriately designed.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Arena

The Halifax Forum complex is home to two ice surfaces which accommodate a wide range of recreational activities. The Forum (1927) and the Civic Arena (1995) play host to multiple minor hockey associations, adult recreational leagues, ringette, figure skating, public skating, major midget hockey as well as men's and women's AUS hockey. Ice surfaces are available for rent to the public at some of the most affordable rates in Halifax.

Event Facility Rentals

The Halifax Forum complex is comprised of five buildings which are available for rent 365 days of the year. The Multi-Purpose Centre (18,000 sq. ft.) and Maritime Hall (4,500 sq. ft) are our most commonly used rooms. Both are rented for a variety of events throughout the year including trade shows, community gatherings, cultural festivals and boxing to name a few. The Bingo Hall (18,000 sq. ft.) is commonly used for day-time meetings and is the location of the weekly Saturday morning Farmer's Market.

For larger events such as trade shows and concerts, the ice surfaces can be made available and converted with floor coverings.

Programming

The Halifax Forum Super Bingo runs seven days a week and is the busiest bingo offering in Metro. It offers a full menu canteen and regularly accommodates hundreds of players per night. Local non-profit organizations are able to work with Forum Bingo staff to coordinate fundraising opportunities.

Hundreds of other events take place at the Forum each year, many of which are made available to the public, and can be found on the Forum's website (halifaxforum.ca).

2020/21 Halifax Forum Operating Budget

Expenditures	2020/21 Budget
Compensation and Benefits	\$1,799,000
Office (Supplies, advertising, telephone)	65,000
Training and Education	5,000
Repairs and Maintenance	125,000
Sanitary Supplies	37,000
Uniforms	5,000
Arena Equipment repairs & maintenance	70,000
External Services refuse, security, audit	75,000
Materials	150,000
Utilities (electricity, fuel, water)	550,000
Equipment & Communications – ICT core services	15,000
Vehicle Expense	30,000
Other Goods & Services (Bar Supplies, Cost of Goods, Bingo Prizes)	2,125,000
Ground Maintenance (Paving, salt)	60,000
Other Fiscal (Reserve, Interest)	25,000
Total	\$5,136,000

Revenues	2020/21 Budget
Concessions	\$180,800
Bingo	3,360,000
Arena Ice	1,050,000
Events	385,000
Rentals	70,000
Parking	35,000
Advertising	25,000
Other Revenue (Misc., cash machines)	25,000

Revenues	2020/21 Budget
Leases	5,200
Subsidy Requested	-
Total	\$5,136,000
Net Surplus/Deficit	-

SUBSIDY REQUEST

Halifax Forum has not requested an annual subsidy.

ST. MARGARET'S CENTRE

Mission

St. Margaret's Centre is dedicated to the community. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are committed to providing quality programming at an affordable price in a great recreational setting to the community. The heart of St. Margaret's is in the Centre.

TOP 3 DELIVERABLES FOR 2020/21

- Quality ice and great gym experiences with a wide scope of programs offered.
- Health and Wellness Fitness initiatives for family and individuals.
- Development of new programs to fit the need of changing populations.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Recreation Programs

From Summer Camp programs to Elite Sport we have a very diverse range of activities. Public skates, adult skates, pickleball, and yoga to just name a few. Recreation skating to spin and fitness classes. Parent tot skates, tumble tots and after school programs.

Fitness and Wellness Programs

Our Fitness Center is affordable, accessible and user friendly. Our Fitness and wellness programs are designed from strength building to relaxation. We are a friendly fitness and family orientated environment.

Aquatics Programs

St. Margaret's Centre has an outdoor pool that runs from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims everyday of the summer. A perfect meeting place for a community event or a child's birthday party.

Arena Programming / Rental

Two ice surfaces (one Olympic size and one International size) are available for rental 12 months a year. St. Margaret's Centre has a wide variety of groups utilizing the facility for hockey, figure skating, speedskating and ringette. Lots of family skates and great programs for people of all ages to learn to skate.

Facility Rentals

Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

ECONOMIC DEVELOPMENT – ARTS, CULTURE, HERITAGE

Events

St. Margaret's Centre provides art, theatre, music and fitness classes through the afterschool programs and summer camp programming.

2020/21 St. Margaret's Centre Operating Budget

Expenditures	2020/21 Budget
Compensation and Benefits	1,106,600
Office	13,730
Contract Services	28,100
Training and Education	8,000
Repairs and Maintenance	146,500
Supplies	60,500
Building Costs	405,000
External Services	56,045
Vehicle Expense	4,000
Other Goods & Services	27,875
Total	\$1,856,350

Revenues	2020/21 Budget
Memberships	234,200
Aquatics	70,700
Athletics	30,000
Arena	973,900
Rentals	141,000
Advertising	40,000
Grants	14,000
Other Revenue	32,550

Revenues	2020/21 Budget
Subsidy Requested	\$320,000
Total	\$1,856,350
Net Surplus/Deficit	\$0

SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Increase in Propane expenses due to expanded propane usages in building and pool.
- Increase in Furnace Oil expenses due to the market price increasing
- Increase in building maintenance expenses due to an aging building; many areas of the older parts of the buildings infrastructure dates from 1988 and early 1990's.
- Increase in plant maintenance operating costs as the plant must meet rising standards and comply with all Provincial inspections.
- Increase in Olympia Zamboni maintenance expenses due to the fact the Olympia was purchased in 2009 and requires increased maintenance. Although a Zamboni replaced the other old Olympia in 2018, SMC has two busy ice surfaces and requires significant effort and attention to keep both Zambonis operational.
- Increase in Camp Westwood day camp expenses due to rising prices of supplies for camp and needed changes to the camp programming to attract and keep the customer base.
- Decrease in Revenue - St. Margaret's Centre is trying to offset a decrease in programming by increasing room rental activity. It is anticipated that it will take a few years to generate alternative revenue producing activities into the Centre to help offset lost revenue.
- At the time of budget preparations, it is difficult to accurately gauge Ice Revenues for a year from now, as this fiscal year so far has not met expectations. Having said that, the majority of ice sales happen from October to March, so that has yet to unfold.
- In addition to some declining revenues, HRM and the Centre are working on implementing a new Recreation software system that will billing timing and have some impact on cash flow until it's smoothly transitioned and fully completed.

The lack of funding could mean St. Margaret's Centre would not be able to offer quality programs at an affordable price to the community, reduction in maintenance of equipment and facility, and accessibility upgrades will need to be delayed.

These circumstances have necessitated the request of a subsidy in 19/20 of \$320,000, which is an increase of \$36,000.

This subsidy request is within the current Parks & Recreation budget envelope and does not require additional funding from the general tax rate.

ZATZMAN SPORTSPLEX

Mission

Great communities have citizens who are healthy in body, mind and spirit. The Zatzman Sportsplex provides sport, recreation and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

Motto

Transforming the health and wellbeing of our community one person at a time.

TOP 3 DELIVERABLES FOR 2020/21

- Grow the general membership bases of the facility, reaching 3,500 yearly pass holders and yearly attendance to the facility exceeds 1,000,000 visits.
- Increase the rental of spaces within the facility including major events, sport groups, community meetings and personal social gatherings.
- Continue to develop new options to help people facing physical, financial, and physiological barriers access the Sportsplex.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Recreation Programs

Through its gymnasium, program studios and meeting rooms the Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool recreational skating and swimming opportunities are available.

Fitness and Wellness Programs

The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

Aquatics Programs

The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

Arena Programming / Rentals

The arena is used for a variety of ice related sports and leagues including minor and gentleman's hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several yearly hockey tournaments include SEDMHA and Justice Scores for Wishes along with non-hockey community events including graduations for the local high schools and NSCC, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

Facility Rentals

The Zatzman Sportsplex offers 5 community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and even things like birthday parties.

ECONOMIC DEVELOPMENT – ARTS, CULTURE, HERITAGE

Cultural Events

The Zatzman Sportsplex hosts the largest piece of indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the building for one (1) month. Those that sell something from their display pay a commission on those sales that is used to maintain the public art display cases. The facility also hosts a pop-up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

2020/21 Zatzman Sportsplex Operating Budget

Expenditures	2020/21 Budget
Administration	\$478,550
Athletics	1,116,000
Aquatics	568,900
Operations	1,159,400
Events and Rentals	205,500
Maintenance	615,500
Total Expenses	\$4,143,850

Revenues	2020/21 Budget
Arena	\$605,000
Athletics	2,160,000

Revenues	2020/21 Budget
Aquatics	564,500
Room Rentals	96,000
Other	321,500
Subsidy Requested	\$400,000
Total	\$4,147,000
Net Surplus/Deficit	\$3,150

SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Due to the late opening of the facility, growth in certain service areas has been slower than originally expected. Similarly challenges with both infrastructure and software have caused delays and cancellations, slowing the speed of business growth.
- Interest in Sportsplex based Sport leagues and other similar programs has been much lower than expected. Demand for these programs seems to be satisfied by existing opportunities in the community so it is taking time to develop a launch new services within those time slots.
- Community interest and demand for accessibility has far exceeded projected demand and the facility continues to explore and implement opportunities to offer services to those people without impacting too much the general business model. Costs to support programs such as teen takeover night and free track usage are higher than expected. With the clear benefits and positive impacts these programs have it should be possible in the future to generate corporate sponsorship for these programs.

These circumstances have necessitated the request of a subsidy in 20/21 of \$400,000, which is decrease of \$200,000 from the 2019/20 subsidy.

Lack of funding could mean that the facility would be unable to meet payroll obligations, eliminate all free community access programming included free track access and have potential difficulties paying facility operations maintenance.

This subsidy request is within the current Parks & Recreation budget envelope and does not require additional funding from the general tax rate.

Summary of Net Expenditures - Parks & Recreation

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
W954 Parks Capital Projects	684,395	664,100	644,900	591,800	(72,300)	(10.9)
W700 Policy & Planning	803,815	935,600	832,900	803,900	(131,700)	(14.1)
C414 Stra Plan & Des Adm	-	-	101,000	392,000	392,000	-
**** Strategic Planning and Design	1,488,210	1,599,700	1,578,800	1,787,700	188,000	11.8
C410 Director's Office	446,817	346,900	458,600	422,100	75,200	21.7
C888 NAIG P-R	81,106	223,600	512,500	159,400	(64,200)	(28.7)
**** Parks & Recreation Administra	527,922	570,500	971,100	581,500	11,000	1.9
R851 Horticulture East	671,594	759,800	750,500	768,200	8,400	1.1
W180 Playgrounds East	839,414	778,250	811,900	771,100	(7,150)	(0.9)
W181 Parks East Admin	323,792	313,700	325,600	391,200	77,500	24.7
W182 Sportsfields East	943,079	998,050	1,045,750	1,003,200	5,150	0.5
W183 Playgrounds Central	593,004	657,200	666,900	693,900	36,700	5.6
W185 Sportsfields - Central	890,681	947,800	902,900	984,600	36,800	3.9
W187 Artificial Fields	354,800	366,800	432,900	366,800	-	-
W191 Cntrcts-Grass/Hort	1,830,146	1,781,800	1,735,900	1,739,200	(42,600)	(2.4)
*** Parks East	6,446,509	6,603,400	6,672,350	6,718,200	114,800	1.7
R831 Parks West Admin	168,928	174,600	206,550	326,500	151,900	87.0
R850 Horticulture West	1,092,507	1,199,600	1,106,600	1,189,100	(10,500)	(0.9)
R855 Cemeteries	(14,836)	28,800	25,800	32,100	3,300	11.5
R860 Major Parks	622,619	671,900	608,800	639,400	(32,500)	(4.8)
W184 Playgrounds West	880,690	925,300	833,600	961,800	36,500	3.9
W186 Sportsfields West	1,203,676	1,301,200	1,264,000	1,371,700	70,500	5.4
*** Parks West	3,953,584	4,301,400	4,045,350	4,520,600	219,200	5.1
W189 Fleet Maintenance	3,690	1,700	3,000	-	(1,700)	(100.0)
W702 Parks Administration	(211,587)	(180,800)	(260,200)	(144,900)	35,900	(19.9)
W705 State of Good Repair	1,023,767	995,000	1,000,500	995,000	-	-
**** Parks	11,215,963	11,720,700	11,461,000	12,088,900	368,200	3.1
C705 Community Partnerships	1,560,913	2,720,400	2,662,700	2,875,400	155,000	5.7
C711 Destination Halifax	358,760	410,100	410,100	410,100	-	-
C760 Culture & Events	1,811,728	1,758,300	1,946,900	2,079,500	321,200	18.3
C764 Cultural Development	-	360,000	-	225,000	(135,000)	(37.5)
D710 Program Sup Serv Adm	222,442	184,300	165,100	225,400	41,100	22.3
D911 Administration Services	484,304	564,400	496,100	651,100	86,700	15.4
*** Operations	4,438,147	5,997,500	5,680,900	6,466,500	469,000	7.8
C706 BMO Centre	(143,894)	(278,000)	(149,300)	(271,600)	6,400	(2.3)
C708 RBC Centre	130,147	(219,700)	56,900	(13,200)	206,500	(94.0)
C910 Facility Transfers	140,000	140,000	166,000	150,000	10,000	7.1
W204 Spencer House	-	-	(500)	-	-	-
*** Facilities	126,253	(357,700)	73,100	(134,800)	222,900	(62.3)
D970 Le Brun Centre	(353,704)	(345,000)	(270,700)	(275,000)	70,000	(20.3)
D980 Gray Arena	(15,252)	(10,300)	(36,000)	(17,100)	(6,800)	66.0
D985 Locked: Bowles Arena	-	-	-	-	-	-
*** Arenas	(368,956)	(355,300)	(306,700)	(292,100)	63,200	(17.8)
C220 Riverlake Com. Ctr.	755	5,300	-	-	(5,300)	(100.0)
C230 Waverley Com. Centre	27,483	22,300	20,000	20,000	(2,300)	(10.3)
C260 Lockview Ratepayers	4,247	6,900	-	-	(6,900)	(100.0)
C270 Lucasville Comm. Ctr	6,811	8,400	8,400	8,400	-	-
C290 Upper Sack. Com. Ctr	26,424	40,000	40,000	40,000	-	-
*** Area Services	65,719	82,900	68,400	68,400	(14,500)	(17.5)
C106 Prospect Rd Com Ctr	197,780	192,000	192,000	-	(192,000)	(100.0)
C110 East Preston Rec Ctr	36,629	33,400	33,400	33,400	-	-
C113 Bedford Hamm P C/Ctr	-	-	-	-	-	-
C125 Beaver Bank Com. Ctr	668,340	642,100	643,100	70,000	(572,100)	(89.1)
C150 Up. Ham Plns Com Ctr	35,347	34,100	34,800	34,100	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
C155 Hrtsfld/Wlmwd Com Ct	28,484	32,000	32,000	32,000	-	-
C165 LKD-Stlmnt/Rvrline CC	882	-	-	-	-	-
C194 G.Snow/Fall Riv Rec	356,249	194,900	194,900	-	(194,900)	(100.0)
C199 St. Marg Bay Ctr	221,449	218,800	218,800	-	(218,800)	(100.0)
C215 Porter's Lake Com Ct	-	-	-	-	-	-
*** Mun. Rec. Facil-General Rate	1,545,160	1,347,300	1,349,000	169,500	(1,177,800)	(87.4)
C413 P & Rec Ops Support	-	-	141,700	480,500	480,500	-
**** Regional Recreation	5,806,323	6,714,700	7,006,400	6,758,000	43,300	0.6
D101 Rec. Prog. Admin.	396,651	435,000	421,300	440,800	5,800	1.3
D999 Clearing Account Rec	25,604	-	-	-	-	-
*** Recreation Services	422,255	435,000	421,300	440,800	5,800	1.3
D160 SMBC Prog. & Skating	102,191	120,000	92,800	130,100	10,100	8.4
D175 CWSCC PR AQ FC	279,414	430,400	322,600	416,400	(14,000)	(3.3)
D320 Bedford Outdoor Pool	(15,336)	(8,900)	(4,300)	(5,900)	3,000	(33.7)
D540 Beaches/Commons Pool	393,168	400,800	387,800	426,200	25,400	6.3
D570 Needham Pool	73,256	101,900	85,300	119,900	18,000	17.7
D640 Colby Vill Otdr Pool	26,698	(33,750)	18,350	(33,700)	50	(0.1)
** Aquatics & Leisure	859,392	1,010,450	902,550	1,053,000	42,550	4.2
C471 Emera Oval	500,005	437,600	422,100	456,500	18,900	4.3
D180 Herring Cove Program	126,444	-	-	-	-	-
D840 Physical Active Living	1,335	-	-	-	-	-
D850 Inclusion Services	171,012	185,100	175,000	317,900	132,800	71.7
*** Aquatics,Leisure,Active Livin	1,658,188	1,633,150	1,499,650	1,827,400	194,250	11.9
S210 Youth LIVE Admin	299,831	307,800	340,600	309,200	1,400	0.5
S231 947 Mitchell	120,575	103,800	109,500	103,800	-	-
S232 1300 St. Margaret's Bay	702	5,000	12,500	5,000	-	-
S233 Youth LIVE Initiatives	620,224	600,800	598,400	639,500	38,700	6.4
** Youth LIVE Operations	1,041,333	1,017,400	1,061,000	1,057,500	40,100	3.9
C761 Youth Power House	144	130,900	101,300	115,700	(15,200)	(11.6)
C762 Youth Advocate Program	-	-	(39,100)	-	-	-
C763 LKDSouls Strong Proj	5,007	-	-	-	-	-
D755 Youth Programming	683,982	562,200	547,400	576,100	13,900	2.5
*** Youth Programming	1,730,465	1,710,500	1,670,600	1,749,300	38,800	2.3
C175 Hubbards Programming	33,973	37,100	36,100	37,100	-	-
D155 Chocolate Lk Program	200,300	159,900	137,600	156,800	(3,100)	(1.9)
D210 Lakeside Programming	390,098	405,400	346,300	417,500	12,100	3.0
D215 St.Margs/Tantal Prog	5,031	2,200	16,900	16,400	14,200	645.4
D580 St Andrews Programming	147,741	219,600	137,300	160,700	(58,900)	(26.8)
*** Mainland North & Western	777,144	824,200	674,200	788,500	(35,700)	(4.3)
D310 Gordon Snow Programm	257,528	177,000	254,200	71,500	(105,500)	(59.6)
D315 Acadia Programming	375,527	393,700	415,300	389,300	(4,400)	(1.1)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
D325 Lebrun Programming	181,323	297,200	280,900	282,200	(15,000)	(5.0)
D330 Mid. Musq. Program	41,963	36,700	29,350	39,100	2,400	6.5
D350 Bdfd/Hmdplns CommCtr	<u>147,202</u>	<u>141,300</u>	<u>85,450</u>	<u>110,700</u>	<u>(30,600)</u>	<u>(21.7)</u>
*** Bedford/Sackville/Fall River	1,003,543	1,045,900	1,065,200	892,800	(153,100)	(14.6)
D172 NPCC Programming	565,687	529,600	552,800	558,300	28,700	5.4
D410 Musq Harbour Prog/FC	329,106	340,000	340,000	343,300	3,300	1.0
D430 Sheet Hbr.Prog/FC	230,231	229,800	229,400	249,500	19,700	8.6
D620 Cherrybrk/LkEcho Pro	10,135	12,700	2,200	14,000	1,300	10.2
D630 Cole Hbr Programming	386,105	396,200	369,200	393,700	(2,500)	(0.6)
D810 Findlay Programming	264,230	258,500	258,300	277,000	18,500	7.2
D815 Dart North Com Ctr.	300,758	293,000	277,300	293,100	100	0.0
D825 Tallahassee Programming	<u>325,014</u>	<u>326,300</u>	<u>341,500</u>	<u>319,200</u>	<u>(7,100)</u>	<u>(2.2)</u>
*** Cole Harbour/Dartmouth & East	2,411,266	2,386,100	2,370,700	2,448,100	62,000	2.6
D510 Needham Programming	436,171	435,100	448,600	450,900	15,800	3.6
D550 G. Dixon Programming	211,170	215,000	226,200	226,600	11,600	5.4
D555 Isleville Programming	(10,521)	(5,200)	1,000	(6,100)	(900)	17.3
D565 The Pavilion/HFX Com	11,000	13,400	9,400	14,200	800	6.0
D575 Larry O'Connell Prog	2,173	(5,600)	(15,000)	(9,700)	(4,100)	73.2
D590 Citadel Programming	<u>152,574</u>	<u>187,150</u>	<u>162,650</u>	<u>205,200</u>	<u>18,050</u>	<u>9.6</u>
*** Peninsula	802,568	839,850	832,850	881,100	41,250	4.9
Z186 LKD:Sackville SSPool	(1,718)	17,000	-	17,000	-	-
ADMN SSS - Administration	384,813	362,550	327,400	2,150	(360,400)	(99.4)
ATHL SSS-Athletics	43,809	110,800	76,500	111,500	700	0.6
ICEX SSS - Ice	(490,421)	(562,700)	(432,700)	(439,000)	123,700	(22.0)
MEMB SSS - Memberships	(38,638)	(151,850)	(7,900)	(43,450)	108,400	(71.4)
POOL SSS - Pool	(75,997)	(108,100)	(95,900)	(95,200)	12,900	(11.9)
Z125 Locked: Stadium Admin.	-	-	-	-	-	-
*** Sackville Sports Stadium	(178,152)	(332,300)	(132,600)	(447,000)	(114,700)	34.5
**** Recreation Programming	8,627,277	8,542,400	8,401,900	8,581,000	38,600	0.5
Net Total	27,665,693	29,148,000	29,419,200	29,797,100	649,100	2.2

Summary Details - Parks & Recreation

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	14,890,759	15,695,100	15,899,300	17,069,300	1,374,200	8.8
6002 Salaries - Overtime	345,746	106,000	129,800	108,000	2,000	1.9
6003 Wages - Regular	5,959,635	40,000	-	40,000	-	-
6004 Wages - Overtime	10,176	-	-	-	-	-
6005 PDP & Union Con Incr	(438,635)	-	(544,400)	-	-	-
6051 Shift Agreements	2,989	-	-	-	-	-
6054 Vacation payout	34,170	-	11,500	-	-	-
6099 Other Allowances	84	-	-	-	-	-
6100 Benefits - Salaries	3,030,274	3,150,000	3,038,600	3,278,700	128,700	4.1
6101 Benefits - Wages	337,739	-	-	-	-	-
6110 Vacancy Management	-	(808,000)	-	(808,000)	-	-
6120 Comp OCC Budget Yr 1	-	-	(119,800)	-	-	-
6150 Honorariums	6,791	10,300	7,200	10,300	-	-
6152 Retirement Incentives	105,499	110,800	98,300	113,300	2,500	2.3
6154 Workers' Compensation	401,111	285,500	291,900	315,500	30,000	10.5
6155 Overtime Meals	10,079	500	500	500	-	-
6157 stipends	256,564	326,500	263,600	326,500	-	-
6158 WCB Recov Earnings	(799)	-	-	-	-	-
6190 Compensation OCC trf	-	-	(12,000)	-	-	-
6199 Comp & Ben InterDept	(581,299)	(819,300)	(1,051,200)	(867,800)	(48,500)	5.9
9200 HR CATS Wage/Ben	(417,949)	5,715,100	6,603,200	6,211,600	496,500	8.7

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
9210 HR CATS OT Wage/Ben	(345,198)	-	20,400	-	-	-
* Compensation and Benefits	23,607,737	23,812,500	24,636,900	25,797,900	1,985,400	8.3
6201 Telephone/Cable	59,172	52,500	101,350	60,100	7,600	14.5
6202 Courier/Postage	54,017	64,200	60,700	65,600	1,400	2.2
6203 Office Furn/Equip	19,917	32,100	34,300	34,100	2,000	6.2
6204 Computer S/W & Lic	474	1,400	16,200	5,200	3,800	271.4
6205 Printing & Reprod	3,728	7,500	4,200	7,700	200	2.7
6207 Office Supplies	103,864	92,600	136,000	95,300	2,700	2.9
6290 Office OCC Transfer	-	-	(5,100)	-	-	-
6299 Other Office Expenses	105,937	109,900	135,800	108,900	(1,000)	(0.9)
* Office	347,108	360,200	483,450	376,900	16,700	4.6
6301 Professional Fees	1,149	2,000	-	800	(1,200)	(60.0)
6303 Consulting Fees	15,871	6,500	14,900	6,500	-	-
6304 Janitorial Services	285,024	322,300	218,000	190,400	(131,900)	(40.9)
6305 Property Appraisal	-	5,100	500	5,100	-	-
6308 Snow Removal	38,841	22,900	34,000	22,200	(700)	(3.1)
6309 Litigation Disburse	142	-	-	-	-	-
6310 Outside Personnel	127,367	5,300	400	-	(5,300)	(100.0)
6311 Security	136,486	137,600	142,600	165,600	28,000	20.3
6312 Refuse Collection	39,495	41,500	57,400	41,700	200	0.5
6390 Extnl Svcs OCC Trsf	5	-	-	-	-	-
6399 Contract Services	5,113,172	5,061,800	5,381,850	5,349,400	287,600	5.7
* External Services	5,757,551	5,605,000	5,849,650	5,781,700	176,700	3.2
6401 Uniforms & Clothing	128,158	83,300	100,800	74,000	(9,300)	(11.2)
6402 Med & First Aid Supp	8,734	10,300	11,900	10,300	-	-
6404 Rec Prog Supplies	314,174	296,850	325,500	321,000	24,150	8.1
6405 Photo Supp & Equip	222	-	200	-	-	-
6406 Bridge Tolls	5,360	4,000	4,800	2,200	(1,800)	(45.0)
6407 Clean/Sani Supplies	67,225	73,900	77,100	64,500	(9,400)	(12.7)
6409 Personal Protect Equ	27,475	40,900	66,500	68,200	27,300	66.7
6499 Other Supplies	27,258	24,300	32,500	24,800	500	2.1
* Supplies	578,607	533,550	619,300	565,000	31,450	5.9
6501 Asphalt	153,067	2,000	56,100	2,000	-	-
6502 Chemicals	1,137	500	300	500	-	-
6503 Fertilizer	20,555	32,000	50,000	56,000	24,000	75.0
6504 Hardware	57,445	61,100	59,900	53,400	(7,700)	(12.6)
6505 Lubricants	3,019	1,200	1,100	300	(900)	(75.0)
6506 Lumber	63,211	72,400	48,700	38,400	(34,000)	(47.0)
6507 Propane	434	-	-	-	-	-
6508 Ready Mix Concrete	851	900	500	-	(900)	(100.0)
6509 Reagents	-	-	100	-	-	-
6510 Road Oils	29	-	-	-	-	-
6511 Salt	12,280	3,000	3,000	1,800	(1,200)	(40.0)
6512 Sand	24,373	17,500	22,850	20,300	2,800	16.0
6513 Seeds & Plants	76,043	72,800	71,200	69,800	(3,000)	(4.1)
6514 Sods	5,350	8,600	4,300	8,600	-	-
6515 Stone and Gravel	58,541	74,950	32,500	47,400	(27,550)	(36.8)
6516 Topsoil	73,496	99,200	81,900	71,800	(27,400)	(27.6)
6517 Paint	77,569	77,150	78,650	73,400	(3,750)	(4.9)
6518 Metal	313	-	-	-	-	-
6519 Welding Supplies	3,018	-	-	-	-	-
6599 Other Materials	4,863	17,500	9,300	9,400	(8,100)	(46.3)
* Materials	635,594	540,800	520,400	453,100	(87,700)	(16.2)
6602 Electrical	77,433	95,100	140,800	87,100	(8,000)	(8.4)
6603 Grnds & Landscaping	116,637	1,000	100,600	88,600	87,600	8,760.0

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6605 Municipal Taxes	26,838	20,000	43,100	44,000	24,000	120.0
6606 Heating Fuel	65,107	70,400	56,700	64,700	(5,700)	(8.1)
6607 Electricity	1,312,287	1,399,600	1,367,600	1,396,700	(2,900)	(0.2)
6608 Water	133,841	128,600	144,800	149,300	20,700	16.1
6610 Building - Exterior	15,576	-	9,600	-	-	-
6611 Building - Interior	22,908	1,000	3,400	1,000	-	-
6612 Safety Systems	8,688	800	4,300	500	(300)	(37.5)
6617 Pest Management	2,354	4,200	4,000	3,200	(1,000)	(23.8)
6690 Building OCC Transfer	-	-	500	-	-	-
6699 Other Building Cost	486,707	517,100	516,800	511,600	(5,500)	(1.1)
* Building Costs	2,268,376	2,237,800	2,392,200	2,346,700	108,900	4.9
6701 Equipment Purchase	376,534	464,800	488,800	472,500	7,700	1.7
6702 Small Tools	37,946	39,400	44,800	36,100	(3,300)	(8.4)
6703 Computer Equip/Rent	804	5,000	6,400	5,000	-	-
6704 Equipment Rental	24,916	47,400	63,200	70,500	23,100	48.7
6705 Equip - R&M	22,961	22,100	19,700	20,700	(1,400)	(6.3)
6706 Computer R&M	627	600	200	600	-	-
6707 Plumbing & Heating	4,481	5,800	2,300	3,700	(2,100)	(36.2)
6708 Mechanical Equipment	-	1,000	-	1,000	-	-
6711 Communication System	147,254	121,000	136,800	121,000	-	-
6790 Equipment OCC Trsf	-	-	(7,700)	-	-	-
* Equipment & Communications	615,522	707,100	754,500	731,100	24,000	3.4
6802 Vehicle R&M	429	-	100	-	-	-
6803 Vehicle Fuel - Diesel	840	500	1,100	500	-	-
6804 Vehicle Fuel - Gas	4,166	6,500	8,200	6,300	(200)	(3.1)
6806 Vehicle Rentals	22,841	17,100	37,500	17,600	500	2.9
6811 Shop Supplies	26	-	-	-	-	-
6899 Other Vehicle Expense	61	-	-	-	-	-
* Vehicle Expense	28,363	24,100	46,900	24,400	300	1.2
6901 Membership Dues	11,847	18,350	10,150	19,650	1,300	7.1
6902 Conferences/Workshop	13,559	17,200	14,000	17,200	-	-
6903 Travel - Local	177,145	159,600	177,800	176,200	16,600	10.4
6904 Travel - Out of Town	17,033	14,700	18,400	15,700	1,000	6.8
6905 Training & Education	29,269	56,700	60,300	63,100	6,400	11.3
6906 Licenses & Agreements	(1,142)	5,500	14,800	22,500	17,000	309.1
6907 Commission Fees	667	-	-	-	-	-
6908 Medical Examinations	3,630	3,850	5,350	3,850	-	-
6909 Cost of Sales	459,883	238,800	382,100	238,800	-	-
6910 Signage	13,941	43,000	19,600	39,700	(3,300)	(7.7)
6911 Facilities Rental	225,847	388,900	306,950	385,900	(3,000)	(0.8)
6912 Advertising/Promotio	53,084	81,000	53,400	80,400	(600)	(0.7)
6913 Awards	57,360	62,350	50,450	62,400	50	0.1
6914 Recruiting	989	1,000	36,000	1,000	-	-
6916 Public Education	863	11,000	-	5,000	(6,000)	(54.5)
6917 Books and Periodicals	469	1,100	1,200	1,100	-	-
6918 Meals	8,367	4,400	8,700	4,400	-	-
6919 Special Projects	1,230,379	492,500	1,393,500	573,300	80,800	16.4
6928 Committee Expenses	-	300	-	-	(300)	(100.0)
6932 Youth Pr Services	2,762	3,000	2,200	3,000	-	-
6933 Community Events	907,635	854,500	660,200	879,500	25,000	2.9
6938 Rewarding Excellence	9,436	13,900	24,400	13,800	(100)	(0.7)
6940 Fencing	147,289	188,800	120,700	120,900	(67,900)	(36.0)
6941 Playground Equipment	42,462	47,300	25,700	43,400	(3,900)	(8.2)
6942 Management Fees	443,578	568,200	431,700	568,200	-	-
6943 Health and Wellness	2,701	2,000	2,000	2,000	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6990 Gds & Svcs OCC Trsf	-	-	(5,500)	-	-	-
6999 Other Goods/Services	187,360	(106,400)	151,500	-	106,400	(100.0)
* Other Goods & Services	4,046,414	3,171,550	3,965,600	3,341,000	169,450	5.3
7001 Interdept Equip Chg	-	-	300	-	-	-
7008 ltnTrsf IT & Commun	-	-	100	-	-	-
7009 Internal Trfr Other	(140,690)	(20,000)	(209,700)	(19,500)	500	(2.5)
7011 Int Trf Record Check	14,370	-	1,300	-	-	-
7012 Int Trf Print/Reprod	-	-	23,500	2,000	2,000	-
7013 Int Trf Extra Duty	30,385	212,400	40,000	212,400	-	-
7015 Int Trf FacilityRent	68,125	-	69,100	-	-	-
7099 Interdept Chargeback	103	-	-	-	-	-
9900 Rev/Exp.Vehicle Rent	-	-	-	-	-	-
* Interdepartmental	(27,707)	192,400	(75,400)	194,900	2,500	1.3
8011 Interest on Debentur	294,316	253,100	253,100	-	(253,100)	(100.0)
8012 Principal on Debentu	1,313,593	1,164,000	1,164,000	-	(1,164,000)	(100.0)
* Debt Service	1,607,909	1,417,100	1,417,100	-	(1,417,100)	(100.0)
8001 Transf Outside Agenc	4,015,618	4,118,900	5,070,000	4,163,800	44,900	1.1
8003 Insurance Pol/Prem	12,472	9,000	8,000	5,000	(4,000)	(44.4)
8004 Grants	1,923,394	2,530,200	1,874,200	3,095,200	565,000	22.3
8008 Transf to/fr Reserve	(2,155,327)	(1,484,300)	(1,709,300)	-	1,484,300	(100.0)
8022 Transf to/fr Trust	(81,061)	-	(80,000)	-	-	-
8024 Transf to/fr Capital	106,216	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	-	-	(2,722,000)	(2,722,000)	-
8031 Tfr To Resvs Fr Oper	-	-	-	540,200	540,200	-
* Other Fiscal	3,821,313	5,173,800	5,162,900	5,082,200	(91,600)	(1.8)
** Total	43,286,786	43,775,900	45,773,500	44,694,900	919,000	2.1

Summary Details - Parks & Recreation

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5101 Parking Rentals	(178,787)	(150,000)	(184,000)	(180,000)	(30,000)	20.0
5102 Facilities Rentals	(1,603,892)	(1,535,100)	(1,177,500)	(869,000)	666,100	(43.4)
5107 Rental Ball Fields	-	-	(260,000)	(221,500)	(221,500)	-
5108 Rental Sportsfields	-	-	(165,500)	(164,800)	(164,800)	-
5109 Rental Parks	-	-	(20,000)	(28,000)	(28,000)	-
5110 Rental Sports Courts	-	-	(11,300)	(11,000)	(11,000)	-
5111 RTAL Weather Fields	-	-	-	(360,600)	(360,600)	-
5150 Other Rental Revenue	(50,749)	(43,600)	(4,200)	(4,000)	39,600	(90.8)
5151 Lease Revenue	(445,337)	(423,900)	(458,600)	(465,400)	(41,500)	9.8
5204 Administration Fees	(19,199)	(25,000)	(300)	-	25,000	(100.0)
5209 Comm. Events Rev.	(211,319)	(399,200)	(242,600)	(352,000)	47,200	(11.8)
5210 Sport & Fitness Rev.	(746,155)	(660,800)	(795,600)	(768,400)	(107,600)	16.3
5212 Leisure Skills Rev.	(276,488)	(296,600)	(278,800)	(321,500)	(24,900)	8.4
5213 Play. & Camp Rev.	(883,585)	(731,900)	(954,900)	(759,100)	(27,200)	3.7
5215 Aquat.Rev.-Instuct.	(911,062)	(891,500)	(999,400)	(1,011,500)	(120,000)	13.5
5216 Aquat.Rev.-Recreat.	(176,807)	(190,700)	(173,300)	(192,700)	(2,000)	1.0
5217 Inclusion Svcs. Rev.	(944)	-	-	-	-	-
5218 Hockey Revenue	(300)	(30,000)	(500)	(2,000)	28,000	(93.3)
5219 Ice Rentals	(4,599,168)	(4,926,400)	(4,461,200)	(4,461,200)	465,200	(9.4)
5220 Public Skates	(2,780)	(18,000)	(800)	-	18,000	(100.0)
5228 Membership Revenue	(606,731)	(794,300)	(660,800)	(710,000)	84,300	(10.6)
5239 Cultural Programs	(211,716)	(192,400)	(243,400)	(220,200)	(27,800)	14.4
5250 Sales of Svcs-Other	(288,349)	(325,300)	(275,100)	(325,300)	-	-
5402 Sale of Bottles	(32,872)	(60,000)	(35,000)	(60,000)	-	-
5403 Sale-Other Recycle	(353,063)	(350,000)	(325,000)	(350,000)	-	-

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5404 Canteen Revenue	(240,563)	(11,500)	(183,200)	(80,000)	(68,500)	595.7
5450 Other Sales Revenue	(8,011)	(9,600)	(6,500)	(9,600)	-	-
* Fee Revenues	(11,847,879)	(12,065,800)	(11,917,500)	(11,927,800)	138,000	(1.1)
5501 Fundraising	-	(5,400)	-	-	5,400	(100.0)
5503 Advertising Revenue	(295,080)	(283,600)	(378,400)	(350,000)	(66,400)	23.4
5508 Recov External Parti	(3,185,203)	(2,079,300)	(3,897,100)	(2,507,200)	(427,900)	20.6
5509 NSF Chq Fee	(3,390)	(6,500)	(2,200)	(2,000)	4,500	(69.2)
5600 Miscellaneous Revenue	(289,541)	(187,300)	(159,100)	(110,800)	76,500	(40.8)
* Other Revenue	(3,773,214)	(2,562,100)	(4,436,800)	(2,970,000)	(407,900)	15.9
** Total	(15,621,093)	(14,627,900)	(16,354,300)	(14,897,800)	(269,900)	1.8
Net total	27,665,693	29,148,000	29,419,200	29,797,100	649,100	2.2

PLANNING & DEVELOPMENT

2020/21 BUDGET AND BUSINESS PLAN

MISSION

PLANNING & DEVELOPMENT IS LEADING HALIFAX'S TRANSFORMATION, ENSURING OUR CITY IS RESILIENT AND A PREFERRED DESTINATION FOR PEOPLE, INVESTMENT AND NEW IDEAS. WE ARE TAKING ACTION ALIGNED WITH THESE PRIORITIES AND ARE COMMITTED TO DELIVERING RESULTS THAT ARE VALUED BY REGIONAL COUNCIL AND THE COMMUNITY BY IMPROVING AND STREAMLINING OUR LEGISLATION, PROCESSES, SUPPORTING TOOLS AND TECHNOLOGIES.

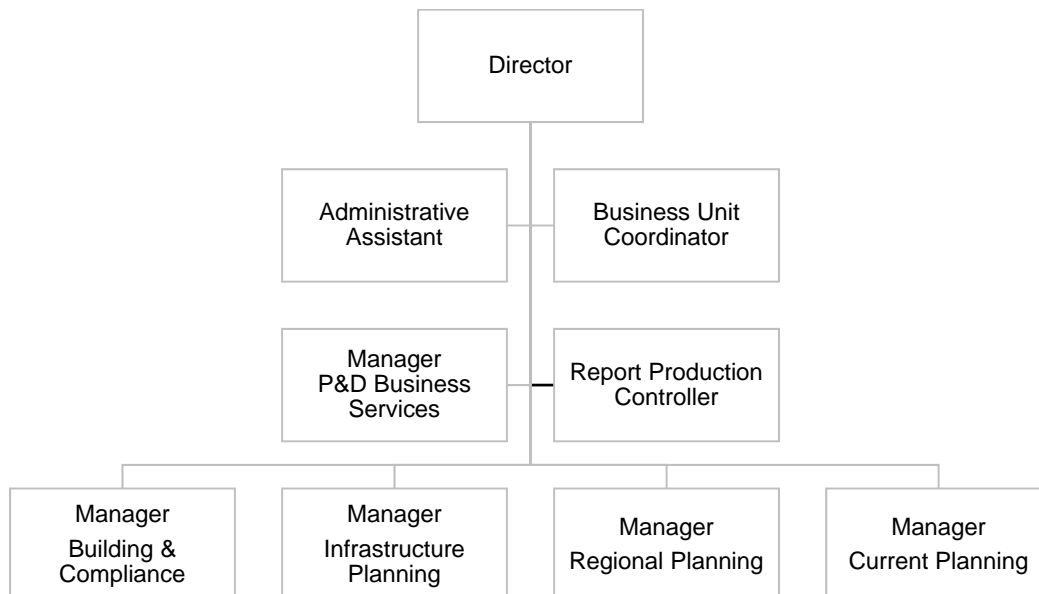
PLANNING & DEVELOPMENT OVERVIEW

Planning & Development is committed to advancing Regional Council's priority outcomes of:

- Economic Development - Focus on the Regional Centre;
- Economic Development - Rural Economic Development;
- Governance and Engagement - Municipal Governance;
- Healthy, Liveable Communities - Energy and Environment;
- Healthy, Liveable Communities - Community Well-Being;
- Service Delivery - Service to our Business;
- Service Delivery - Service to our People;
- Social Development - Housing and Neighborhoods; and
- Transportation – Interconnected, Sustainable and Strategic Growth.

This is achieved through delivery of services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, energy and environmental management, licensing, compliance and building standards. The team delivers services in an efficient, accurate, professional and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

PLANNING & DEVELOPMENT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	215	(4.0)*	211
Seasonal, Casual and Term	16.4	(2.7)	13.7
Total	231.4	(6.7)	224.7

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

**Includes net transfer of 15 FTEs for parking which moved to Transportation and Public Works.*

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Planning & Development	2.6%	2.7%	2.7%
Average tax bill amount spent on Planning & Development	\$49.10	\$52.80	\$53.40

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

HEALTHY, LIVEABLE COMMUNITIES – ENERGY AND ENVIRONMENT

HalifACT 2050 - Climate Action Plan

To help achieve long-term targets for improving energy conservation and efficiency, reducing greenhouse gas emissions, increasing our reliance on renewable energy sources and helping our communities adapt to climate change, when approved by Regional Council, Planning & Development will begin to implement the new Community Energy and Climate Action Plan. This priority plan includes corporate and community-level climate change mitigation and adaptation measures.

The goal of the plan is reduced greenhouse gas emissions both corporately and HRM-wide, to save energy, money, and cut our contributions to climate change. In addition, the plan will contemplate how we can adapt to the inevitable impacts of climate change, resulting in more resilient communities and infrastructure that can better withstand impacts and recover from disasters.

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Transportation Planning – Integrated Mobility Plan

To adapt to changes and growth in regional mobility needs, Planning & Development is developing a Transportation Demand Management (TDM) program, updating Municipal Service Systems General Design Guidelines (the “Red Book”) and working to integrate the Integrated Mobility Plan (IMP) with the next Regional

Plan Update. Part of this work entails the development of a data strategy which includes KPIs and the maintenance of a computerized model of the Regional Transportation Network.

The IMP is a strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan. It identifies 137 integrated actions that are executed by three different business units (Planning & Development, Transportation & Public Works, and Halifax Transit). The IMP is built around four pillars: Connected; Healthy; Sustainable; and Affordable.

Implementation of the IMP will:

- offer citizens improved access to daily destinations;
- help lower GHG emissions;
- reduce the need for individual car ownership;
- support vibrant and liveable neighbourhoods; and
- improve wellness by facilitating healthy lifestyles.

ECONOMIC DEVELOPMENT – PROMOTE AND MAXIMIZE GROWTH

Regional Plan

Planning & Development continues to move forward on a wide range of initiatives associated with the Regional Plan, including the Policy Work Program for the 10-year Regional Plan Review, oversight of Centre Plan approvals process, improving the regulatory framework governing Affordable Housing and implementing a suite of improvements to our data management and reporting work.

Centre Plan

In September 2019, Centre Plan “Package A” was approved by Regional Council. Package A includes proposed policies and regulations for areas designated for growth in the Urban Structure, including Centres, Corridors, Higher Order Residential areas, and Future Growth Nodes. Planning & Development Centre Plan staff have been supporting the full transition to Centre Plan Package A by conducting staff training, preparing administrative tools and supporting the by-law implementation processes.

In 2020/2021, Planning & Development will oversee the Centre Plan “Package B” approvals process. Package B includes proposed policies and regulations for Established Residential Areas, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas.

DIVERSITY & INCLUSION

Outreach & Recruitment Strategy

Planning & Development will continue to develop an outreach & recruitment strategy, in partnership with Human Resources, to attract candidates from under-represented groups and build a workforce reflective of the community we serve.

SERVICE DELIVERY - SERVICE TO OUR BUSINESS

Planning & Development Renewal Program

2019/20 was the final year of the Planning & Development Renewal program and our current Strategic Planning Cycle. The 19/20 work focused on examining the work completed under renewal. For 2020/21, a capping report will be prepared on successes and lessons learned.

SERVICE DELIVERY - SERVICE TO OUR PEOPLE

Planning & Development Service Delivery Excellence

Planning & Development continues to implement the principles of performance excellence across a series of operational initiatives. In 19/20, the Intake and Circulate Review and Process Improvements in Land Use and Subdivision Program Area realised significant benefits both internally and externally with shortened application response timelines. The majority of Planning & Development's 20/21 deliverables are directly focused on improving the effectiveness and efficiency of our services.

PLANNING & DEVELOPMENT BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service Delivery			
Service to our Business	Permitting, Licensing, Compliance	2,056,000	165,900
Healthy, Liveable Communities			
Recreation and Leisure	Streetscapes - Spring Garden Rd	9,800,000	0
Energy and Environment	HalifACT 2050	1,000,000	0
Economic Development			
Focus on the Regional Centre	Windsor Street Exchange	1,800,000	135,700
Focus on the Regional Centre	Downtown Dartmouth Infrastructure Renewal	2,000,000	0

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Planning & Development Admin	\$ 1,840,592	\$ 1,987,900	\$ 1,916,300	\$ 1,960,900	\$ (27,000)	(1.4)
Buildings & Compliance	(3,833,166)	(4,028,400)	(3,705,150)	2,470,800	6,499,200	(161.3)
Infrastructure Planning	2,469,460	3,646,800	3,434,900	3,542,800	(104,000)	(2.9)
Regional Planning	2,854,287	3,841,300	3,527,252	4,225,200	383,900	10.0
Current Planning	2,841,383	2,377,900	2,664,330	2,089,000	(288,900)	(12.1)
Net Total	\$ 6,172,557	\$ 7,825,500	\$ 7,837,632	\$ 14,288,700	\$ 6,463,200	82.6

*Includes net transfer of \$6.37M for parking which moved to Transportation and Public Works.

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 7,825,500
Compensation Changes:	
New Positions and Salary Adjustments	1,080,950
Revenue Adjustments:	
Engineering Review Fee - New Fee	(545,000)
Residential Development Permit Fee - New Fee	(385,000)
Building Permit Increase	(189,900)
Animal License Increase based on increased volumes	(100,000)
Signs & Encroachments	112,400
Other Misc Revenue Budget Adjustments	12,850
Other Budget Adjustments:	
Increase to consulting fees to undertake Council directed studies	55,700
Increase to other Non-comp expense budgets	40,900
Transfer of Parking to TPW	6,370,300
Rural Transit Grant transferred to Halifax Transit	(440,000)
Food Action Plan Initiatives	100,000
Increase to Heritage Incentives Program	150,000
Accessible Taxi Grant Program	100,000
Environmental Remediation budget moved to P&D from Fiscal budget	100,000
Total Change	\$ 6,463,200
2020/21 Budget	\$ 14,288,700

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 16,738,659	\$ 18,681,000	\$ 17,829,200	\$ 18,260,350	\$ (420,650)	(2.3)
Office	144,826	193,400	217,350	158,050	(35,350)	(18.3)
External Services	2,094,875	2,055,600	2,594,585	2,159,300	103,700	5.0
Supplies	38,045	66,300	77,400	53,400	(12,900)	(19.5)
Materials	24,378	-	800	-	-	-
Building Costs	656	30,000	59,000	130,000	100,000	333.3
Equipment & Communications	28,066	70,000	41,000	69,100	(900)	(1.3)
Vehicle Expense	25,161	33,700	32,550	37,700	4,000	11.9
Other Goods & Services	374,822	768,300	713,011	792,600	24,300	3.2
Interdepartmental	(120,212)	900	(270,064)	8,400	7,500	833.3
Other Fiscal	159,985	760,000	628,900	500,000	(260,000)	(34.2)
Total Expenditures	19,509,261	22,659,200	21,923,732	22,168,900	(490,300)	(2.2)

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	\$ (12,680,562)	\$ (14,678,700)	\$ (13,534,800)	\$ (7,725,200)	\$ 6,953,500	(47.4)
Other Revenue	(656,142)	(155,000)	(551,300)	(155,000)	-	
Total Revenues	(13,336,705)	(14,833,700)	(14,086,100)	(7,880,200)	6,953,500	(46.9)
Net Total	\$ 6,172,557	\$ 7,825,500	\$ 7,837,632	\$ 14,288,700	\$ 6,463,200	82.6

*Includes net transfer of \$6.37M for parking which moved to Transportation and Public Works

PLANNING & DEVELOPMENT SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Diversity & Inclusion
Outreach & Recruitment Strategy (Target: March 31, 2021) Develop outreach strategy in partnership with Human Resources to attract candidates from under-represented groups.
Service Excellence - Inclusive Community Engagement
African Nova Scotian Community Engagement (Target: March 31, 2021) Continue to partner with the Halifax Partnership and Office of Diversity & Inclusion to identify methods to engage African NS communities in the development of planning documents.

2020/21 Deliverables with Estimated Completion

Inclusive Customer Service Training (Target: March 31, 2021)

Partner with Human Resources and Office of Diversity & Inclusion to deliver training to front line staff to incorporate diversity & inclusion in customer interactions.

BUSINESS SERVICES

Business Services is committed to supporting Regional Council priorities by leading the business unit in formulating and implementing its strategic plan and service standards to achieve goals, objectives, and outcomes consistent with the business unit's strategic direction and corporate vision.

Services Delivered

SERVICE DELIVERY - SERVICE TO OUR PEOPLE & SERVICE TO OUR CUSTOMERS

Strategic Management

Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

Business Process and Change Management

Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, supporting program and service delivery procedures and business processes, so customer/client interests are well represented through direct contact and change, as needed, to support operational functions.

Staff and Client Engagement

Accountable for the design and hands-on implementation of all aspects of engagement, communication and training programs required to support the Business Unit Strategic Plan and Corporate Priorities.

BUSINESS SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our Business
Permitting, Licensing & Compliance Solution Implementation - Release 1 (Target: December 31, 2020) Design and implement release 1 of the new permitting and licensing software - Public One Stop Service Enterprise (POSSE). Release 1 includes implementing Permitting & Inspection modules, as well as design of the Customer Portal, Staff Portal, ePlans, and Enhanced Report capability.

BUILDING & COMPLIANCE

Building & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to building construction, licensing and by-law enforcement. This division is responsible for the Animal Control, Building Inspection and Minimum Standards, and By-law Enforcement program areas.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - PUBLIC SAFETY

Animal Control

Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by HRM staff and sheltering services for lost and impounded pets are provided through contractual arrangement.

Licensing

Responsible for the administration and issuance of various licences.

By-law Enforcement

Responsible for the enforcement of HRM's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required.

SOCIAL DEVELOPMENT - HOUSING AND NEIGHBORHOODS

Building Approvals

Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings.

Building Standards

This service includes minimum standards investigations, sub-standard residential housing, and rooming house licensing.

SERVICE DELIVERY - SERVICE TO OUR PEOPLE

Support Services

Provides administrative support to Compliance Officers and the public which includes customer service, licensing support, adjudication and remedy.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual*	2019/20 Projected	MBNC** Median 2018
Number of Residential and ICI Building Permits Issued in the Fiscal Year	3,439	3,486	3,716	NA
New Residential Units Created per 100,000 Population ¹	587	692	839	502
Operating Cost of Building Permits and Inspection Services per \$1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value	\$4.45	\$4.30	\$5.06	\$9.06
Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population ¹	839	809	990	1,720
Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint	1.91	2.71	2.3	1.53
Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws	89%	95%	88%	92%
Operating Cost of Enforcement for Noise, Property Standards, Yard Maintenance and Zoning By-laws per 100,000 Population ¹	\$450,166	\$433,676	NA	\$492,050
Operating Cost of Enforcement for Animal Control By-laws per 100,000 Population ¹	\$373,771	\$364,644	NA	\$574,300
Percent of Recovery of Animal Control Costs	16%	14%	17%	32%

*Changes to previously reported numbers are due to a change in calculation to ensure consistent reporting year over year

** Municipal Benchmarking Network Canada

(1) Population: 2017/18 421,968, 2018/19 & 2019/20 430,512

Performance Measures	2017 Actual	2018 Actual	2019 Projected
Number of Building Permits Issued	4,603	4,192	4,397
Total Construction Value (CV) of Building Permits Issued per Capita ¹	2,319	2,077	2,531
Building Inspections & Reviews	20,828	21,651	25,265
Number of By-law - Service Requests ²	27,104	27,238	12,796
Number of By-law Services Inspections	13,498	14,242	13,202
Number of Minimum Standards Service Request (M200)	330	745	842
Number of Animals Handled (Animal Control)	448	425	415

(1) Population: 2017 421,968, 2018 & 2019 430,512

(2) Service requests include requests from Animal Services, License Standards and By-law Standards

NUMBER OF BY-LAW – SERVICE REQUESTS

The steep decline in the number of By-law service requests is due to the removal of parking service request data as this service area was transferred to Transportation and Public Works in fall 2019.

BUILDING & COMPLIANCE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance & Engagement - Municipal Governance
Building & Compliance Standard Operating Procedures (Target: March 31, 2021) Year 1 & 2 Review & Implementation <ul style="list-style-type: none"> • Inventory of current Standard Operating Procedures and practices • Map future state Standard Operating Procedures
Service Delivery – Service to Our People
Vehicle for Hire (Target: March 31, 2021) Implement licensing and legislative amendments from vehicle for hire report.

Social Development – Housing and Neighborhoods

Standards for Residential Occupancies (M-200): Phase Two Recommendations - Implementation of residential registry program. (Target: September 30, 2020)

Draft amendments to by-law M-200 that include a mandatory registration of residential rental accommodations following principles described in the March 2019 staff report to Regional Council. In 2020/21 a process will be developed to publicly release M-200 violation records on HRM open data following requirements set out in Administrative Order 2011-006.

INFRASTRUCTURE PLANNING

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation and implementation of policies, standards, by-laws and programs related to the ongoing management of infrastructure, growth and development including the Integrated Mobility Plan. This division is responsible for the strategic transportation, infrastructure policy and standards, energy and environment, and development engineering program areas.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - PUBLIC SAFETY

Infrastructure Policy & Standards

Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues. Taking direction from the Regional Plan, it is responsible for developing infrastructure standards to be employed in the assessment of municipally-approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to storm water management

Growth Analysis

Responsible for the development of infrastructure plans and strategies to manage and finance growth and development related issues, including but not limited to the corporate Development Charges program.

Development Engineering

This group is the business unit lead in providing advice and direction in the administration of municipal engineering aspects of the Subdivision Approvals, Construction Approvals, and Planning Applications programs. Under the authority of the HRM Charter, this group administers engineering specifications and HRM By-laws and approves various activities and permits relating to the design, review, inspection and acceptance of municipal service systems associated with development, subdivision and planning projects.

TRANSPORTATION – INTERCONNECTED AND STRATEGIC GROWTH

Transportation Planning

Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation, and Transportation Demand Management

HEALTHY, LIVEABLE COMMUNITIES - ENERGY AND ENVIRONMENT

Energy & Environment

Provides vision and leadership in environmental sustainability and strategic energy opportunities and issues. Develops and oversees projects and programs to ensure the quality delivery of services related to the municipal role in Energy and Environment in the Halifax region. Administers environmental and energy performance measurement, contaminated site management, and environmental policy development for the municipality.

SERVICE DELIVERY MEASURES

Performance Measures	2017 Actual	2018 Actual	2019 Actual
% of residents within 500m of a transit stop within the Urban Transit Service Boundary	86.5%	86.9%	90%
% of all ages and abilities bicycle network completed in the Regional Centre	20%	24%	29%
Kilometers of dedicated right of way for transit vehicles*	3.1	4.9	6.9

* This indicator represents a total including dedicated right of way AND shared lanes (e.g. Right turn except transit)

KILOMETERS OF DEDICATED RIGHT OF WAY

The data represents work completed as of December 2019 (i.e. Between 2016-2019, HRM constructed 6.9kms of dedicated right of way).

INFRASTRUCTURE PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Deliver – Service to Our Business
<p>Infrastructure Planning Division Service Excellence Review (Target: March 31, 2021)</p> <p>Complete a service excellence review and create service delivery standards and standard operating procedures to more effectively deliver program services in the Infrastructure Planning Division.</p>
Healthy, Liveable Communities – Energy and Environment
<p>Equitable Clean Energy Programs (Target: March 31, 2021)</p> <p>Participate in year two of a two-year nationally funded project, Local Energy Access Programs (LEAP), to learn how to create equitable, clean energy programs that focus on reducing energy poverty.</p>
<p>Stormwater Policy Implementation (Target March 31, 2021)</p> <p>Begin implementation of the flood risk reduction strategy for the Shubenacadie Lakes System and Bissett Run. In addition, complete a detailed engineering study for implementation of the flood risk reduction strategy for Sackville River.</p>
Transportation – Interconnected, Sustainable and Strategic Growth
<p>Integrated Mobility Plan Implementation - 20/21 Projects (Target: March 31, 2021)</p> <p>To advance the Integrated Mobility Plan in 20/21, the Transportation Demand Management program will continue to develop, functional designs will be completed for Portland Street, Windmill Road, Bedford Highway and Herring Cove Road; the detailed design for the Spring Garden Road Streetscaping project between Queen and South Park Streets will be completed, a framework for the IMP performance monitoring program will be developed, and a Complete Streets Municipal Service System Design Guideline will be completed and adopted.</p>

REGIONAL PLANNING

Regional Planning is committed to supporting Regional Council priorities through the formulation of long-range objectives and policies related to future land use and the growth and development of the municipality. This work has far reaching implications for the organization as it proactively defines the regional settlement pattern and influences the long-term environmental, social and economic resiliency of the community. This division is responsible for the regional policy, community policy, and social and heritage program areas.

Services Delivered

ECONOMIC DEVELOPMENT - FOCUS ON THE REGIONAL CENTRE

Urban Design

Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and by-laws for the Regional Centre for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.

ECONOMIC DEVELOPMENT - ARTS, CULTURE AND HERITAGE

Heritage Property Program

Respond to land development and heritage property registration requests through staff or Regional Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street Heritage Conservation District and the *Heritage Property Act*.

SOCIAL DEVELOPMENT - HOUSING AND NEIGHBORHOODS

Affordable Housing

Support for the objectives of the Housing and Homelessness Partnership by exploring ways to positively impact affordable housing via programs, policies and regulations that the Municipality controls in keeping with the Regional Municipal Planning Strategy and the *HRM Charter*.

GOVERNANCE AND ENGAGEMENT - MUNICIPAL GOVERNANCE

Strategic Land Use Policy/Plan

Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review, Centre Plan Development and Community Plan Development.

Priority Plans

On-going work to develop and implement priorities plans including Culture and Heritage and the Green Network Plan.

Social & Economic Research

Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on

Regional Plan indicators and development trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

SERVICE DELIVERY MEASURES

Performance Measures	2017 Actual	2018 Actual	2019 Projected
Housing Starts	2,891	2,943	3,896

HOUSING STARTS

Housing starts are based on building permits issued for new residential units constructed, excluding mobile homes. It is anticipated that there will be a 32 per cent increase in housing starts for 2019.

REGIONAL PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Economic Development - Focus on the Regional Centre
<p>Regional Plan Proposed Amendments & Review (Target: March 31, 2021) Advance the 10-year Regional Plan Review. This will consist of preparing the initial themes and directions, undertaking community engagement on the themes and directions, after which the proposed amendments to the Regional Plan will be generated.</p>
<p>Plan & By-law Simplification Centre Plan - Package B Approval & Implementation (Target: September 30, 2020) Oversee the Centre Plan Package B approvals process. Package B includes proposed policies and regulations for areas designated as Established Residential Areas, Downtown Halifax and Cogswell Interchange Lands, Parks and Public Spaces, Institutional Employment, Small-Scale Institutional, and Industrial Employment Areas.</p>
Governance and Engagement – Municipal Governance
<p>Data Management & Reporting (Target: March 31, 2021) Staff will prepare a report that identifies current gaps in data, resources, and reporting on various key performance indicators within Planning & Development.</p>

Social Development – Housing and Neighborhoods
<p>Affordable Housing Funding & Surplus Land Incentives (Target: June 30, 2020) Create reports and seek further direction from Regional Council by Q1 2020 which will outline funding incentive programs and surplus land programs for affordable housing practiced by other municipal jurisdictions. These reports will seek further direction from Council to understand the feasibility of such programs being implemented in HRM.</p>
Healthy, Liveable Communities – Community Well-Being
<p>Halifax Food Action Plan (Target: March 31, 2021) Support HRM's role in the promotion of food security and explore the development of a Halifax Food Action Plan in partnership with the Halifax Food Policy Alliance.</p>

CURRENT PLANNING

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development. This division is responsible for planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

As-of-Right Land Development Regulation

Responsible for responding to requests for land development approval, through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the *HRM Charter*.

Discretionary Land Development Regulation

Responsible for responding to requests for land development approval, through Regional Council, as per the requirements of various HRM municipal planning strategies, the Regional Plan, and the *HRM Charter*.

Subdivision Approvals

Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision by-law and the *HRM Charter*.

HEALTHY, LIVEABLE COMMUNITIES - PUBLIC SAFETY

Civic Addressing, Asset and Commemorative Naming

Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. In addition, this service responds to requests as per the municipality's Asset and Commemorative Naming policy.

SERVICE DELIVERY MEASURES

Year over Year Permit Work Volume Comparison						
Permit Type	2017		2018		2019	
	# of Apps	Avg. Days to Complete Process	# of Apps	Avg. Days to Complete Process	# of Apps	Avg. Days to Complete Process
Blasting Permit	51	59	47	25	45	16
Demolition Permit	141	33	177	26	188	30
Development Permit Only	557	27	551	26	509	18
Standard Application/Building Permit	4304	19	4496	20	4988	16
Work No Permit Issuance	63	N/A	73	N/A	35	N/A
Total	5116	20	5344	20	5765	17

CURRENT PLANNING - PERFORMANCE MEASURES ANALYSIS

The Current Planning Performance Measures demonstrate an increase in development over the past three years, which is reflective of larger trends of population and economic growth in HRM. An increase in building permits in 2019 correlates with an increase in housing starts and building inspections. New multi-unit dwelling developments in the Regional Centre account for large portions of the total construction value and new units in HRM. However, the majority of permit volume comes from low-density residential construction and other minor construction, such as decks and accessory buildings. The permit category which saw the most significant growth this year was solar panel installations, increasing from 158 permits in 2018 to 446 so far in 2019.

There was a peak in civic address assignment in 2016 and 2017 which corresponds to a spike in new lots approved through the subdivision process in those years. Subdivisions like Governors Brook and West Bedford were major contributors to this statistic; but these indicators have decreased and levelled off in the last two years, as those projects have progressed.

Processing time reductions in 2019 can be contributed to several lean process improvements implemented into the permit lifecycle. A few examples include:

- Permit War Room implementation (Sept 2019); A concentrated, joint effort by reviewing disciplines to review high volume, low complexity permit applications, start to finish daily. If or when revisions are required, joint discipline review comments are sent to the applicant in one complete package, to allow for a comprehensive understanding of what is required. (see processing improvements below);
- Front Counter service hours changed permanently to enable resources to focus on the processing of permits vs intake of permits based on outcomes of the Fall 2018 Front Counter Service Hours Pilot; and
- A new 'one-stop' process for customers requiring Zoning Confirmation Letters for Provincial Liquor Licenses eliminates the burden on the customer to visit two locations and pay fees separately and includes all digital documentation between the two government agencies, reducing associated administrative tasks.

CURRENT PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our Business
Multi-Year Permit and Subdivision Application Process Improvement (Target: December 31, 2020) Implement the next phases of the multi-year process improvement analysis and implementation program by conducting a detailed review of the low volume / high complexity permit and subdivision application process. Develop and implement process enhancements designed to reduce permit wait times and to take maximum advantage of new technology embedded in the Permitting, Licensing & Compliance Solution when available.
Economic Development - Rural Economic Development
Rural Planning Program Implementation (Target: March 31, 2021) Create new work plan and determine deliverables for the next 3-year business cycle. This is a multi-year initiative that will start in 2020 and conclude in 2021

Summary of Net Expenditures - Planning & Development						
Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
D001 Director P&D	509,271	633,700	623,200	597,900	(35,800)	(5.6)
D002 PD Business Services	<u>1,331,321</u>	<u>1,354,200</u>	<u>1,293,100</u>	<u>1,363,000</u>	<u>8,800</u>	<u>0.6</u>
* P & D - Administration	1,840,592	1,987,900	1,916,300	1,960,900	(27,000)	(1.4)
** Planning & Development Admin	1,840,592	1,987,900	1,916,300	1,960,900	(27,000)	(1.4)
A315 Ticket Office	(4,295,666)	(6,370,300)	(5,043,000)		6,370,300	(100.0)
S320 Animal control	1,054,292	1,308,400	1,256,200	1,210,200	(98,200)	(7.5)
S330 Taxi & Limousine	<u>(20,541)</u>	<u>(7,800)</u>	<u>11,100</u>	<u>185,500</u>	<u>193,300</u>	<u>(2,478.2)</u>
* License	(3,261,915)	(5,069,700)	(3,775,700)	1,395,700	6,465,400	(127.5)
S310 Contractual Serv Adm	-	-	-	-	-	-
S410 By-Law Services Adm	729,299	775,400	759,200	652,600	(122,800)	(15.8)
S420 By-Law Standards	1,075,000	1,236,400	1,040,450	1,151,300	(85,100)	(6.9)
S421 Contracted Remedies	-	-	-	-	-	-
* Bylaw	1,804,299	2,011,800	1,799,650	1,803,900	(207,900)	(10.3)
C430 Building Standards	(2,375,550)	(1,173,500)	(1,932,100)	(1,054,900)	118,600	(10.1)
D004 Building Administration	-	203,000	203,000	326,100	123,100	60.6
* Buildings	(2,375,550)	(970,500)	(1,729,100)	(728,800)	241,700	(24.9)
** Buildings & Compliance	(3,833,166)	(4,028,400)	(3,705,150)	2,470,800	6,499,200	(161.3)
C450 Development Engineering	169,404	125,600	192,600	66,300	(59,300)	(47.2)
C455 Infrastructure Standards	339,123	373,400	376,200	365,400	(8,000)	(2.1)
D006 Infra Planning Admin	-	218,900	218,900	313,150	94,250	43.1
D935 Energy and Environment	747,508	1,150,500	1,076,900	1,304,950	154,450	13.4
D940 Solar City Program	-	-	-	-	-	-
D948 LKD-E Sust Comm Proj	-	-	-	-	-	-
R951 StrategicTrans Plan	759,643	886,400	752,100	932,600	46,200	5.2
R953 TDM Programs	241,380	542,000	509,800	114,600	(427,400)	(78.9)
R956 IMP Studies	212,402	350,000	308,400	445,800	95,800	27.4
** Infrastructure Planning	2,469,460	3,646,800	3,434,900	3,542,800	(104,000)	(2.9)
C002 Urban Design	590,173	902,000	763,400	897,900	(4,100)	(0.5)
C320 Policy & Strtgc Plan	1,936,700	2,113,600	2,117,500	1,683,000	(430,600)	(20.4)
C340 Social & Eco. Resrch	327,414	614,200	429,450	1,354,900	740,700	120.6
D005 Reg. Planning Admin	-	211,500	217,700	289,400	77,900	36.8
** Regional Planning	2,854,287	3,841,300	3,528,050	4,225,200	383,900	10.0
C310 Urban & Rural Applic	1,575,143	1,146,200	1,452,630	1,124,100	(22,100)	(1.9)
C420 Land Dev & Subdv	1,266,240	1,013,600	1,007,800	674,400	(339,200)	(33.5)
D003 Current Plan. Admin	-	218,100	203,900	290,500	72,400	33.2
** Current Planning	2,841,383	2,377,900	2,664,330	2,089,000	(288,900)	(12.1)
Net Total	6,172,557	7,825,500	7,837,632	14,288,700	6,463,200	82.6

Summary Details - Planning & Development						
Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	13,978,898	15,530,600	14,735,600	15,495,250	(35,350)	(0.2)
6002 Salaries - Overtime	158,423	86,800	175,400	66,800	(20,000)	(23.0)
6005 PDP & Union Con Incr	(407,317)	-	(151,800)	-	-	-
6051 Shift Agreements	2,092	-	1,700	-	-	-
6054 Vacation payout	10,313	-	-	-	-	-
6100 Benefits - Salaries	2,906,283	3,255,300	3,039,400	3,033,250	(222,050)	(6.8)
6110 Vacancy Management	-	(679,600)	-	(640,300)	39,300	(5.8)
6120 Comp OCC Budget Yr 1	-	100,000	100,000	-	(100,000)	(100.0)
6152 Retirement Incentives	94,858	110,900	111,300	103,700	(7,200)	(6.5)
6153 Severance	20,000	-	-	-	-	-
6154 Workers' Compensation	250,889	277,000	278,600	268,950	(8,050)	(2.9)
6155 Overtime Meals	105	-	300	-	-	-
6157 stipends	4,575	-	-	-	-	-

6158 WCB Recov Earnings	(5,341)	-	-	-	-	-
6199 Comp & Ben InterDept	(274,766)	-	(461,300)	(67,300)	(67,300)	-
9200 HR CATS Wage/Ben	(352)	-	-	-	-	-
* Compensation and Benefits	16,738,659	18,681,000	17,829,200	18,260,350	(420,650)	(2.3)
6201 Telephone/Cable	44,241	26,800	56,300	23,800	(3,000)	(11.2)
6202 Courier/Postage	9,776	14,200	14,250	14,600	400	2.8
6203 Office Furn/Equip	15,032	25,400	30,200	26,400	1,000	3.9
6204 Computer S/W & Lic	2,763	19,300	13,000	16,800	(2,500)	(13.0)
6205 Printing & Reprod	20,554	43,900	34,000	14,200	(29,700)	(67.7)
6207 Office Supplies	52,036	63,800	68,400	62,250	(1,550)	(2.4)
6299 Other Office Expenses	424	-	1,200	-	-	-
* Office	144,826	193,400	217,350	158,050	(35,350)	(18.3)
6301 Professional Fees	4,167	15,200	72,200	15,200	-	-
6302 Legal Fees	2,941	1,700	1,700	2,200	500	29.4
6303 Consulting Fees	1,068,254	982,500	1,331,285	1,199,000	216,500	22.0
6311 Security	-	-	-	-	-	-
6316 Real Property Disb	300	-	-	-	-	-
6399 Contract Services	1,019,214	1,056,200	1,189,400	942,900	(113,300)	(10.7)
* External Services	2,094,875	2,055,600	2,594,585	2,159,300	103,700	5.0
6401 Uniforms & Clothing	22,396	46,300	58,200	32,000	(14,300)	(30.9)
6402 Med & First Aid Supp	-	-	100	-	-	-
6406 Bridge Tolls	7,683	8,800	8,800	7,500	(1,300)	(14.8)
6407 Clean/Sani Supplies	1,078	1,000	1,200	1,500	500	50.0
6409 Personal Protect Equ	5,809	8,100	5,700	9,600	1,500	18.5
6499 Other Supplies	1,079	2,100	3,400	2,800	700	33.3
* Supplies	38,045	66,300	77,400	53,400	(12,900)	(19.5)
6504 Hardware	24,159	-	-	-	-	-
6505 Lubricants	11	-	-	-	-	-
6517 Paint	208	-	800	-	-	-
* Materials	24,378	-	800	-	-	-
6602 Electrical	54	-	-	-	-	-
6611 Building - Interior	-	30,000	59,000	30,000	-	-
6614 Envir Assess/Cleanup	-	-	-	100,000	100,000	-
6699 Other Building Cost	602	-	-	-	-	-
* Building Costs	656	30,000	59,000	130,000	100,000	333.3
6701 Equipment Purchase	12,579	56,000	12,600	57,500	1,500	2.7
6702 Small Tools	96	200	200	100	(100)	(50.0)
6703 Computer Equip/Rent	2,587	2,000	4,700	-	(2,000)	(100.0)
6704 Equipment Rental	10	400	400	-	(400)	(100.0)
6705 Equip - R&M	622	200	200	200	-	-
6706 Computer R&M	368	200	900	300	100	50.0
6711 Communication System	11,805	11,000	22,000	11,000	-	-
* Equipment & Communications	28,066	70,000	41,000	69,100	(900)	(1.3)
6802 Vehicle R&M	25,102	29,500	29,300	34,500	5,000	16.9
6804 Vehicle Fuel - Gas	18	-	-	-	-	-
6806 Vehicle Rentals	-	3,200	2,250	2,200	(1,000)	(31.3)
6811 Shop Supplies	41	-	-	-	-	-
6899 Other Vehicle Expense	-	1,000	1,000	1,000	-	-
* Vehicle Expense	25,161	33,700	32,550	37,700	4,000	11.9
6901 Membership Dues	53,892	81,000	78,300	91,000	10,000	12.3
6902 Conferences/Workshop	18,418	38,100	63,400	35,200	(2,900)	(7.6)
6903 Travel - Local	28,690	47,900	48,670	47,000	(900)	(1.9)
6904 Travel - Out of Town	30,084	22,800	36,980	40,400	17,600	77.2
6905 Training & Education	72,067	137,400	128,599	140,900	3,500	2.5

6906 Licenses & Agreements	23,814	10,700	10,500	10,000	(700)	(6.5)
6907 Commission Fees	193	200	200	-	(200)	(100.0)
6910 Signage	19,426	30,000	29,162	28,000	(2,000)	(6.7)
6911 Facilities Rental	5,085	19,000	10,500	15,700	(3,300)	(17.4)
6912 Advertising/Promotio	47,442	86,200	108,600	78,300	(7,900)	(9.2)
6913 Awards	440	600	800	10,600	10,000	1,666.7
6914 Recruiting	15,607	-	-	-	-	-
6915 Research Data Acquis	3,885	117,100	77,100	110,000	(7,100)	(6.1)
6916 Public Education	-	6,000	6,000	6,000	-	-
6917 Books and Periodicals	3,778	9,350	7,350	8,100	(1,250)	(13.4)
6918 Meals	12,320	8,550	8,550	7,100	(1,450)	(17.0)
6919 Special Projects	25,279	144,000	85,700	151,000	7,000	4.9
6933 Community Events	2,886	-	2,700	-	-	-
6938 Rewarding Excellence	7,273	7,900	8,400	11,800	3,900	49.4
6999 Other Goods/Services	4,243	1,500	1,500	1,500	-	-
* Other Goods & Services	374,822	768,300	713,011	792,600	24,300	3.2
7009 Internal Trfr Other	(121,361)	900	(282,779)	400	(500)	(55.6)
7011 Int Trf Record Check	82	-	-	-	-	-
7012 Int Trf Print/Reprod	-	-	12,715	8,000	8,000	-
7015 Int Trf FacilityRent	1,066	-	-	-	-	-
* Interdepartmental	(120,212)	900	(270,064)	8,400	7,500	833.3
8004 Grants	391,227	690,000	690,000	500,000	(190,000)	(27.5)
8008 Transf to/fr Reserve	(231,241)	70,000	(61,100)	-	(70,000)	(100.0)
8031 Tfr To Resvs Fr Oper	-	-	-	-	-	-
* Other Fiscal	159,985	760,000	628,900	500,000	(260,000)	(34.2)
** Total	19,509,261	22,659,200	21,923,732	22,168,900	(490,300)	(2.2)

Summary Details - Planning & Development

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4902 Fines Fees	(2,923,170)	(5,750,000)	(4,200,000)	(4,318,400)	1,431,600	(24.9)
4903 Building Permits	(5,217,161)	(4,128,500)	(4,600,000)	(119,000)	4,009,500	(97.1)
4904 Plumbing Permits	(149,997)	(115,000)	(150,000)	(40,000)	75,000	(65.2)
4905 St. Opening Permits	(42,131)	(40,000)	(45,000)	(459,900)	(419,900)	1,049.8
4906 Subdivision Applic.	(66,250)	(459,900)	(116,500)	(158,000)	301,900	(65.6)
4907 Taxi Licenses	(122,947)	(152,000)	(152,000)	(200,000)	(48,000)	31.6
4908 Animal Licenses	(221,283)	(100,000)	(150,000)	(88,000)	12,000	(12.0)
4911 Zoning Fees	(87,200)	(88,000)	(127,500)	(614,600)	(526,600)	598.4
4912 Signs & Encroachments	(771,188)	(727,000)	(500,000)	(565,000)	162,000	(22.3)
4914 Grade Alterations	(54,075)	(20,000)	(160,000)	(26,000)	(6,000)	30.0
4915 Minor Variance	(20,110)	(26,000)	(38,000)	(40,000)	(14,000)	53.8
4916 Vending Licenses	(28,087)	(25,000)	(25,000)	(630,000)	(605,000)	2,420.0
4920 Development Permits	(265,775)	(280,000)	(459,800)	(85,000)	195,000	(69.6)
4950 Other Lic. & Permits	(158,800)	(86,000)	(171,000)	-	86,000	(100.0)
5101 Parking Rentals	(30)	-	-	-	-	-
5204 Administration Fees	(3,520)	-	-	(371,300)	(371,300)	-
5250 Sales of Svcs-Other	(43,410)	(371,300)	(100,000)	(10,000)	361,300	(97.3)
5253 Subdiv Insp Fees	(3,764)	(10,000)	(10,000)	-	10,000	(100.0)
5256 SOT Revenue	(2,501,665)	(2,300,000)	(2,530,000)	-	2,300,000	(100.0)
* Fee Revenues	(12,680,562)	(14,678,700)	(13,534,800)	(7,725,200)	6,953,500	(47.4)
5508 Recov External Parti	(655,903)	(155,000)	(551,300)	(155,000)	-	-
5600 Miscellaneous Revenue	(240)	-	-	-	-	-
* Other Revenue	(656,142)	(155,000)	(551,300)	(155,000)	-	-
** Total	(13,336,705)	(14,833,700)	(14,086,100)	(7,880,200)	6,953,500	(46.9)
Net Total	6,172,557	7,825,500	7,837,632	14,288,700	6,463,200	82.6



TRANSPORTATION AND PUBLIC WORKS

2020/21 BUDGET AND BUSINESS PLAN

MISSION

WE TAKE PRIDE IN PROVIDING HIGH-QUALITY TRANSPORTATION AND PUBLIC WORKS SERVICES TO BENEFIT OUR CITIZENS. WE MAKE A DIFFERENCE.

TRANSPORTATION AND PUBLIC WORKS OVERVIEW

Transportation and Public Works is committed to advancing Regional Council's priority outcomes of:

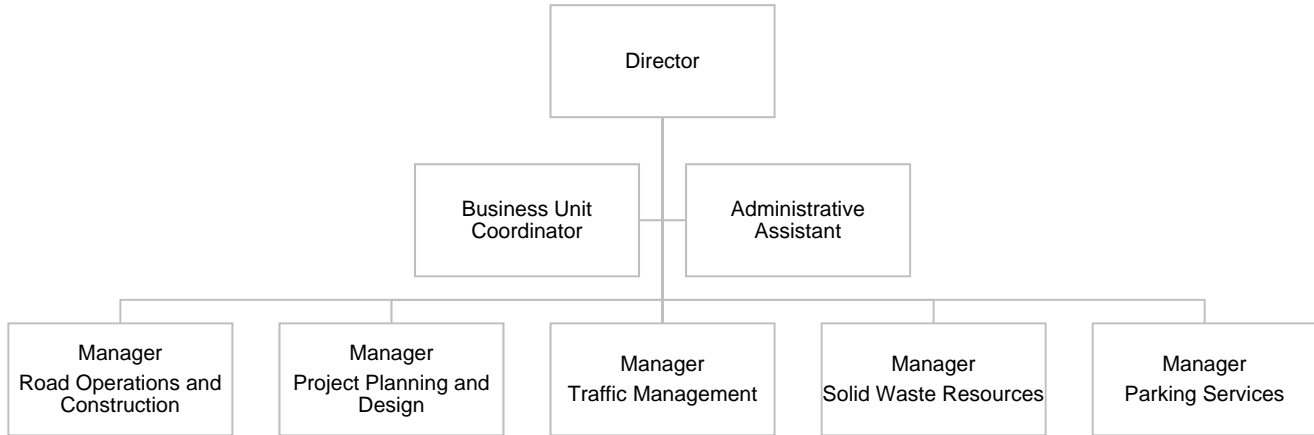
- Transportation – A Safe and Accessible Transportation Network;
- Transportation – A Well Maintained Transportation Network;
- Transportation – Interconnected and Strategic Growth;
- Service Delivery – Service to our People;
- Healthy, Liveable Communities – Energy and Environment;
- Governance and Engagement – Municipal Governance;
- Governance and Engagement – Fiscal Responsibility; and
- Social Development – Accessible Community

This is achieved through consolidation of critical and operational-based services that contribute to solid waste management, sustainable public infrastructure and transportation networks.

Asset Responsibility:

- 3,885 lane kms of roadway
- 968.6 kms of sidewalks
- 69.5 linear km bike lanes
- 197.0 km of multi-use paths
- 107 bridges
- 44,846 street lights
- 32,348 storm water catchbasins
- 2,200 curbs
- 74.4 km walkways
- 2,585 crosswalks
- 272 signalized intersections
- 1,356 tactiles
- 2,288 litter bins
- 84 designated smoking areas
- 190,000 street trees
- 7,613 public peninsula on-street parking spaces
- 153 accessible parking spaces
- Average annual solid waste tonnage collected and processed: 23,940 tonnes recyclables, 53,424 tonnes organics and 45,608 tonnes refuse
- Licensing of sites that divert 110,649 tonnes of construction and demolition material from municipal solid waste landfills

TRANSPORTATION AND PUBLIC WORKS ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalents	2019/20 Approved	2019/20 In-Year Transfer / Approved	2020/21 Change (+/-)	2020/21 Budget
Full Time	286.0	20.0	1.0	307.0
Seasonal, Casual and Term	25.0	14.3	5.2	44.5
Total	311.0	34.3	6.2	351.5

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Transportation and Public Works	17.1%	16.5%	16.8%
Average tax bill amount spent on Transportation and Public Works	\$327.50	\$325.30	\$335.70

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

TRANSPORTATION – INTERCONNECTED AND STRATEGIC GROWTH

Implementation of Integrated Mobility Plan

Continue to complete actions in the Integrated Mobility Plan. The Integrated Mobility Plan will assist in the reorganization of transportation priorities, including increased investment in areas like transit priority and active transportation, as well as increased consideration of the relationship between mobility and land use.

Launch of Regional Centre All Ages and Abilities Bike Network

To help achieve the Integrated Mobility Plan goal of doubling the share of trips to work made by cycle by 2026. Halifax and Dartmouth cyclists will see more protected bikeways in the next three years thanks to a multi-million dollar project funded by the municipality and provincial and federal governments. All three levels of government committed a total of \$25 million combined to complete bicycle and pedestrian pathways on both sides of the harbour, spanning a total of 30 kilometres.

TRANSPORTATION – A WELL MAINTAINED TRANSPORTATION NETWORK

Improving Transportation Capital Works Planning

To mitigate impacts on the transportation system of projects in the right of way, Transportation and Public Works is developing an improved capital planning process that integrates the state of good repair program with the Road Network, Transit, the Integrated Mobility Plan, and Active Transportation Plans, in consultation with the Integration Committee, which includes Halifax Water and Heritage Gas.

TRANSPORTATION – A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Implementation of the Strategic Road Safety Plan 2018 - 2023

Following the Towards Zero approach, Regional Council's short-term goal to reduce fatal and injury collisions 20% by 2023 will guide data analysis, outreach, and development of countermeasure action plans that have the greatest impact in reducing injuries and fatalities.

HEALTHY, LIVEABLE COMMUNITIES – ENERGY AND ENVIRONMENT

Urban Forest Master Plan

The Urban Forest Master Plan identifies guidelines and a management strategy to maximize the urban forest with an overall goal to ensure a sustainable future for our urban forest. In support of year seven of the Urban Forest Master Plan, the municipality will develop a management plan for the invasive species Emerald Ash Borer, determined to be found in some areas of HRM. Public consultation is complete, and an interdisciplinary team has been formed to create the plan.

OUR PEOPLE – ENGAGED WORK FORCE

Succession Planning

Develop succession plans that optimize staff capacity and stabilize service to citizens.

Employee Engagement Action Plans

Continued development and implementation of employee engagement action plans to improve employee engagement.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Performance Measurement Framework

Develop a performance measurement framework that improves service delivery and links performance to Regional Council's strategic priorities.

TRANSPORTATION AND PUBLIC WORKS BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Transportation			
A Well-Maintained Transportation Network	New Paving – HRM/Provincial Roads	484,933	-
	Road & Bridge – State of Good Repair	33,700,000	-
	Sidewalk Renewals	2,500,000	-
Interconnected and Strategic Growth	Parking Technology	650,000	508,300
	Active Transportation	7,545,000	44,500
A safe and accessible transportation network	Traffic Projects	2,500,000	106,400
Healthy, Liveable Communities			
Energy & Environment	Solid Waste Facilities	2,820,000	-

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Director's Office	\$ 673,887	\$ 515,350	\$ 523,750	\$ 667,100	\$ 151,750	29.4
Traffic Management	12,912,785	13,292,300	12,902,500	13,412,000	119,700	0.7
Road Operations & Construction	40,227,455	42,428,200	43,307,700	44,954,800	2,526,600	4.8
Project Planning & Design	3,017,822	3,592,000	3,592,500	3,724,000	132,000	3.7
Solid Waste Services	32,315,208	33,737,450	34,189,850	33,295,200	(442,250)	(1.3)
Parking Services	106,873	244,200	259,200	(6,276,000)	(6,520,200)	(2,612.3)
Net Total	\$ 89,254,030	\$ 93,809,500	\$ 94,775,500	\$ 89,777,100	\$ (4,032,400)	(4.3)

OPERATING - SUMMARY OF CHANGES

Change Description/Service Impact	Amount
Approved 2019/20 Budget	\$ 93,809,500
Compensation Changes:	
New Positions and Salary Adjustments	788,800
Revenue Adjustments:	
Increase in Parking Revenue	(509,500)
Increase in Solid Waste Revenue / Credits / Grants	(258,000)
Increase in Tip Fee for Commercial Waste - \$30 to \$37.50 per tonne	(50,000)
Reduction in Solid Waste Marketable Materials	240,000
Other Budget Adjustments:	
Increase in Contracts (primarily Solid Waste and Snow Removal)	3,603,000
Increase in Maintenance and Electricity for LED streetlights / Reserve Contribution	157,500
Increase in Senior Snow Removal	100,000
Transfer in of Parking from P&D	(6,370,300)
Reduction in Solid Waste Debt	(1,458,000)
Reduction in Solid Waste Promotion and Public Education	(100,000)
Reduction in Graffiti Contract - Peninsula	(100,000)
Reduction in State of Good Repair	-
Transfer of BID Fund to Finance	(50,000)
Other Minor Adjustments	(25,900)
Total Change	\$ (4,032,400)
2020/21 Budget	\$ 89,777,100

OPERATING- SUMMARY OF EXPENDITURES & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 22,036,697	\$ 23,192,100	\$ 23,242,900	\$ 25,482,500	\$ 2,290,400	9.9
Office	209,261	239,300	231,550	248,000	8,700	3.6
External Services	59,915,929	61,870,800	62,878,150	65,474,600	3,603,800	5.8
Supplies	327,244	345,900	346,300	371,500	25,600	7.4
Materials	2,607,798	2,638,800	2,468,450	3,550,500	911,700	34.5
Building Costs	3,261,660	3,372,800	3,328,200	4,182,500	809,700	24.0
Equipment & Communications	437,808	408,100	479,200	408,100	-	-
Vehicle Expense	27,424	30,800	18,800	30,800	-	-
Other Goods & Services	2,407,488	3,328,200	3,561,660	1,589,100	(1,739,100)	(52.3)
Interdepartmental	214,068	363,100	140,890	326,500	(36,600)	(10.1)
Other Fiscal	4,256,506	4,217,600	3,921,900	4,366,000	148,400	3.5
Total Expenditures	97,950,561	101,477,500	102,065,500	106,030,100	4,552,600	4.5

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	\$ (2,979,203)	\$ (2,958,300)	\$ (2,270,000)	\$ (11,367,800)	\$ (8,409,500)	284.3
Other Revenue	(1,656,463)	(1,461,200)	(1,659,500)	(1,539,200)	(78,000)	5.3
Total Revenues	(8,696,531)	(7,668,000)	(7,290,000)	(16,253,000)	(8,585,000)	112.0
Net Total	\$ 89,254,030	\$ 93,809,500	\$ 94,775,500	\$ 89,777,100	\$ (4,032,400)	(4.3)

TRANSPORTATION AND PUBLIC WORKS SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
Pedestrian Accessibility (Target: March 31, 2021) A plan to improve pedestrian accessibility through construction sites will be developed.
Transportation – A Well Maintained Transportation Network
Asset Management (Target: March 31, 2021) To improve HRM's asset management, strategic advice will be provided to Regional Council regarding the long-term maintenance of municipal road assets.
Governance and Engagement – Municipal Governance
Transportation Construction Project Management Office (Target: March 31, 2021) To provide enhanced accountability and consolidated updates to the CAO and Regional Council, a Project Management Office (PMO) approach will be explored to oversee complex transportation construction projects.

TRAFFIC MANAGEMENT

Traffic Management is committed to supporting Regional Council priorities by providing the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage, and traffic markings. It also coordinates and manages HRM right of way balancing competing demands for space.

Services Delivered

TRANSPORTATION – A WELL MAINTAINED TRANSPORTATION NETWORK

Traffic Signal Maintenance

This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.

Street Light Maintenance

This service is responsible for the installation and maintenance of street lights to ensure safe roadway lighting levels for all transportation modes.

Traffic Sign Maintenance

This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

Pavement Marking Maintenance

This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

Sign Manufacturing

This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.

TRANSPORTATION – A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Right of Way Approvals / Permitting / Utility Inspection

This service provides regulation of all activities within the right-of-way (ROW) to ensure that the integrity of the roadway infrastructure and safe operation is protected.

Traffic Operations

This service is responsible for the management and safe operation of the roadway network with the goal of reducing transportation fatalities and injuries Towards Zero.

SERVICE DELIVERY MEASURES

Performance Measures*	2018 Actual	2019 Actual
Total Collisions / 100,000 population	1,782.75	1,763.40
Total Fatal & Injury Related Collisions / 100,000 population	179.77	184.58
Total Pedestrian Fatal & Injury Collisions / 100,000 population	34.84	29.85

Population Source: Statistics Canada.

* The data includes collisions that have occurred throughout the municipality including provincial and private property. Only closed collision incidents and those filed electronically are included.

TRAFFIC MANAGEMENT KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Road Safety – Intersection Improvements (Target: November 30, 2020)</p> <p>To support road safety, improvements will be implemented at signalized intersections as identified through in-service safety reviews.</p>
<p>Road Safety - Rectangular Rapid Flashing Beacons (RRFBs) (Target: June 30, 2020)</p> <p>To support road safety, Traffic Management will review all uncontrolled basic marked crosswalk locations (approximately 320) to determine the number of Rectangular Rapid Flashing Beacons (RRFBs) warranted and develop an implementation plan.</p>
<p>Road Safety - Railway Crossing Safety (Target: March 31, 2021)</p> <p>To address the goal of reducing collisions at railway crossings, Traffic Management will lead the implementation of safety improvements at 20 railway crossings in compliance with Transport Canada's Grade Crossings Regulations.</p>
<p>Road Safety - School Zones (Target: March 31, 2021)</p> <p>To support road safety, Traffic Management will implement speed humps on local streets for up to 10 school zones.</p>
<p>Road Safety - Online Presence (Target: August 31, 2020)</p> <p>To support road safety, Traffic Management will partner with Information, Communication and Technology (ICT) and Corporate Communications to develop an online education presence and road safety dashboard that tracks progress of road safety initiatives.</p>

2020/21 Deliverables with Estimated Completion
<p>Traffic Safety Act Consultation (Target: March 31, 2021)</p> <p>Traffic Management will be the HRM lead in the Province of Nova Scotia consultation process for the development of the Traffic Safety Act regulations and advocate for changes that align with municipal best practices.</p>
<p>Roadside Memorials (Target: June 30, 2020)</p> <p>To support a safe transportation network, guidelines regarding roadside memorials within the municipal right of way will be implemented.</p>
Transportation – A Well Maintained Transportation Network
<p>Durable Pavement Markings (Target: December 31, 2020)</p> <p>To support a well maintained transportation network, durable pavement marking options at zebra crosswalks will be explored as part of integrated capital projects.</p>
<p>Advance Traffic Management System (Target: March 31, 2021)</p> <p>To complete the full integration of the traffic signal network into the iNet traffic control system, equipment will be installed at the remaining 90 intersections.</p>
<p>Streets and Encroachment By-law Review (Target: March 31, 2021)</p> <p>To ensure By-law consistency, streamline processes, and reduce red tape, Traffic Management will lead the internal and external consultation process to obtain feedback for proposed changes to the Street S-300 and Encroachment E-200 By-laws.</p>
Healthy, Liveable Communities – Energy and Environment
<p>Boulevard Gardens (Target: June 30, 2020)</p> <p>To define standards and responsibilities, boulevard garden guidelines will be developed.</p>

ROAD OPERATIONS AND CONSTRUCTION

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance of a safe, efficient, and clean street, sidewalk, bridge, and walkway system. Services include; urban forestry, management of assets in the right of way, inspection of bridges, construction inspection, snow and ice control, emergency event response, road and sidewalk infrastructure construction and maintenance.

Services Delivered

TRANSPORTATION – A WELL MAINTAINED TRANSPORTATION NETWORK

Road Infrastructure Construction

This service is responsible for contracting and managing capital construction and repair projects related to streets, curbs, gutters, sidewalks, and bridges.

Bridge Maintenance

This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

Snow and Ice Control

This service is responsible for the removal of snow and ice from HRM's sidewalks, streets, and roads.

Sidewalk Maintenance

This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

Street Maintenance

This service is responsible for the maintenance of streets to ensure safety and cleanliness.

Urban Forest Management

This service is responsible for urban forest management, i.e. plant, maintain, and repair the urban forest.

Non-Road Infrastructure Projects

This service provides construction services to other HRM Business Units to support their infrastructure needs.

HRM-Wide Maintenance

This service provides maintenance services spanning multiple departments and is provided across the entire municipality.

Service Delivery

This service includes inspection of assets in ROW, road patrol, customer service, scheduling and tracking of maintenance and preventative maintenance activities related to Municipal assets located in right-of-way.

Emergency Response

This service includes restoration activities in response to impacts from extreme weather events such as hurricanes and snow bombs.

SERVICE DELIVERY MEASURES

Potholes	2018 Identified	2018 Completed Within Standard	2019 Identified	Projected 2019 Completed Within Standard
Priority 1	2,009	84.20%	3,822	58.90%
Priority 2	5,870	100%	6,445	100%
Total	7,879	-	10,267	-

POTHOLE MEASURE

With staff focused on post-tropical storm Dorian restoration activities fewer priority 1 potholes were completed. This resulted in a decrease of priority 1 potholes to be completed within standard. Priority 2 potholes continue to be completed within standard.

Urban Forest Measure	2019/20 Planned	2019/20 Actual	2020/21 Projected
Trees Planted	1,700	1,720	1,800

URBAN FOREST MEASURE

The 2019/20 budget lift resulted in 1,720 trees being planted in 2019/20.

ROAD OPERATIONS AND CONSTRUCTION KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A Well Maintained Transportation Network
<p>Winter Operations Service Standards (Target: March 31, 2021)</p> <p>To achieve service delivery optimization, Road Operations & Construction will implement Winter Operations service standard changes as approved by Regional Council and phase in changes as existing contracts expire.</p>
Service Delivery – Service to Our People
<p>Review Senior Snow Removal Program - Retender Services (Target: June 30, 2020)</p> <p>To support service delivery, Road Operations & Construction will explore program alternatives and retender expiring contract for senior snow removal program.</p>

2020/21 Deliverables with Estimated Completion
Our People – Healthy and Safe Workplace
<p>Supervisory Assessment (Target: March 31, 2021)</p> <p>With Human Resources support, Road Operations and Construction will complete an assessment of supervisory burden including spans of control within business functions to reduce risk and improve performance.</p>
Service Excellence – Performance Excellence
<p>Urban Forestry - Service Delivery (Target: March 31, 2021)</p> <p>Urban Forestry service standards will be reviewed, and an action plan developed to ensure service standards meet Regional Council and public needs.</p>
<p>Urban Forestry - Asset Management (Target: March 31, 2021)</p> <p>To align with asset management practices, Road Operations and Construction will add Urban Forest Assets to Cityworks software solution (Asset Registry).</p>

PROJECT PLANNING AND DESIGN

Provides professional and technical services that include surveying, engineering design, pavement management, planning and associated administration to support delivery of the road and active transportation capital programs.

Services Delivered

TRANSPORTATION - A WELL MAINTAINED TRANSPORTATION NETWORK

Road Infrastructure Planning & Design

This service is responsible for project selection, project management, surveying, engineering design, and tendering of HRM's Road and Active Transportation capital programs.

Design Support – Road Related Infrastructure Projects

This service provides project management, surveying, engineering design and tendering services to HRM business units to support road related infrastructure projects.

Road Asset Management

This service is responsible for data collection of pavement, concrete road assets and, street to street walkways in support of development of the Roads and Active Transportation capital program.

Bridge Inspection Program

This service is responsible for Levels II and III bridge inspection programs that support capital and maintenance requirements.

Municipal Roadway Standards

This service supports departmental collaboration responsible for the development of HRM's municipal roadway standards.

TRANSPORTATION – INTERCONNECTED AND STRATEGIC GROWTH

Active Transportation Management

This service supports the implementation of HRM's active transportation (AT) roadway and regional trail programs.

SERVICE DELIVERY MEASURES

	2016 Actuals	2017 Actuals	2018 Actuals	2019 Projected	2020 Projected
Annual Kilometer Paved	66.89	83.54	56.72	51.48	41.55
Pavement Condition Index	74.7	NA	71.7	-	-
Recapitalization Budget Spent	\$23,925,000	\$33,700,454	\$30,152,000	\$32,606,000	\$29,625,000

ROAD CONDITION MEASURES

Annual kilometers paved decreased as a result of several factors including; increased unit / project costs, Integrated Mobility Plan and Complete Street guiding principals and reduction in the preventative maintenance/minor rehabilitation program. Complete Street elements including curb extensions, refuge medians, potential sidewalks, etc. are added to preventative maintenance/minor rehabilitation projects which increase project costs and decrease the annual kilometers paved.

In 2017 the municipality shifted its Pavement Condition reporting process and as a result no data was collected.

PROJECT PLANNING AND DESIGN DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Bridge Inspections (Target: March 31, 2021)</p> <p>To ensure safety of municipal bridges, Level II Bridge Inspections of all municipal-owned street bridges will be completed, and short, medium, and long-term maintenance and capital programs will be developed.</p>

2020/21 Deliverables with Estimated Completion
Transportation – A Well Maintained Transportation Network
<p>Pavement Management (Target: December 31, 2020)</p> <p>To support further refinement of the pavement management deterioration curves and composite index models, data collection of existing street pavement conditions will occur providing enhanced reporting capabilities, what-if scenarios and street recapitalization program forecasting.</p>
Transportation – Interconnected and Strategic Growth
<p>Non-Accepted Streets - Phase 1 (Target: March 31, 2021)</p> <p>To begin assessment of ownership of 42 non-accepted streets, a title search and boundary review of the properties will occur.</p>
Governance and Engagement – Fiscal Responsibility
<p>Roads and Sidewalk Asset Management (Target: March 31, 2021)</p> <p>To ensure fiscal responsibility, action recommendations identified in the Roads and Sidewalk Asset Management Audit.</p>
Our People – Healthy and Safe Workplace
<p>Work Safe Practice Process (Target: March 31, 2021)</p> <p>To facilitate a safe workplace, Safe Work Practice Plans will be developed in partnership with Health, Safety and Wellness, outlining safety requirements for the Engineering Design division.</p>

SOLID WASTE RESOURCES

Solid Waste Resources is committed to supporting Regional Council priorities through the management of the municipal solid waste source separated collection and diversion programs for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; as well as the delivery of education programs; and administering the construction and demolition waste management strategy.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES – ENERGY AND ENVIRONMENT

Chlorofluorocarbon Gas (CFC) Removal

This service provides residents with curbside service removal of CFC's from appliances.

Composting

Responsible for contracting for the operation of two compost facilities which process materials collected from HRM residents and from institutional, commercial, and industrial (ICI) sector deliveries.

Construction and Demolition

This service is responsible for administering the construction and demolition (C&D) program to maximize diversion including Bylaw L200 and Administrative Order 27.

Diversion Programming

This service provides education, outreach, inspections, enforcement and resources to support source separated recycling, composting, and diversion programming as guided by provincial legislation, HRM bylaws and Solid Waste Resources business planning objectives to enhance overall diversion.

Garbage

This service is responsible for contracting and overseeing the operation of the Otter Lake Landfill Facility and ancillary landfill operations for the processing and disposal of materials collected from HRM residents and from ICI Sector deliveries.

Highway 101 Landfill Site Management

This service manages site maintenance, and contracts for site monitoring and the operation of the site leachate plant. SWR also oversees an energy-from-waste project operating at the site.

Household Special Handling Waste

This service is responsible for the contracted operation of a special handling and household hazardous waste depot and multiple yearly mobile events for HRM residents to drop off household special waste.

Recycling

This service is responsible for contracting the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, delivered by the ICI Sector, and from other municipalities with inter-municipal agreements with Halifax.

Rural Refuse Depot Operations

This service is responsible for the operation and maintenance of two consolidation depots for refuse on Eastern Shore and Musquodoboit.

Collection Services

This service is responsible for garbage, recycling and green cart collection

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
% of Residential Solid Waste Diverted (through curbside collection)	60.3%	59%	59%	60%	47%
Tonnes of All Residential Material Collected per Household	0.68	0.67	0.66	0.66	0.88
Tonnes of Residential Solid Waste Disposed per Household	0.31	0.31	0.31	0.31	0.51
Tonnes of Residential Solid Waste Diverted per Household	0.47	0.44	0.44	0.45	0.44
Total Cost of Garbage Collection per Tonne – All Property Classes	\$156	\$165	\$171	\$176	\$154
Total Cost for Solid Waste (All Streams) Disposal Per Tonne – All Property Classes	\$183	\$175	\$179	\$184	\$81
Total Cost for Solid Waste Diversion Per Tonne – All Property Classes	\$262	\$290	\$300	\$308	\$252

* Municipal Benchmarking Network Canada

DIVERSION MEASURES

HRM is a leader in waste diversion. Compared to our MBNC Canada peers, the municipality averages a diversion rate over 25% higher.

COSTS MEASURES

Costs to manage the solid waste system are generally aligned to contracted consumer price index (CPI) adjustments. The planned cost figures are adjusted based on an estimated 2.5% annual increase in CPI. Increases in the cost per tonne for diversion is further impacted by market conditions for recyclable material. Halifax's higher than average cost for landfill disposal is generally related to the operating approval requirement to pre-process waste material in the Front-End Processor (FEP) and Waste Stabilization Facility (WSF) prior to being landfilled.

SOLID WASTE RESOURCES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy and Environment
<p>Organics Management Infrastructure (Target: September 30, 2020)</p> <p>Issue and score the Request for Proposal and Project Agreement for the delivery of the 60,000 tonne organics management program. Return to Regional Council for direction on award and contract negotiations by year end.</p>
<p>Education & Diversion - Single Use Plastics (Target: March 31, 2021)</p> <p>To support public education on waste reduction, Solid Waste Resources will deliver a communication program focused on single-use plastics reduction.</p>
<p>Education & Diversion - Clear Bag Program (Target: March 31, 2021)</p> <p>To improve diversion from the multi-residential condominium sector, Solid Waste Resources will develop and commence implementation of a plan to require the use of clear bags in condominiums.</p>
<p>Education & Diversion - Diversion in HRM Facilities (Target: March 31, 2021)</p> <p>To facilitate diversion and best practices, Solid Waste Resources will assess waste management practices in all municipal facilities, with an initial focus on venues hosting the North American Indigenous Games.</p>
<p>Education & Diversion - Pet Waste Pilot Project in Parks (Target: March 31, 2021)</p> <p>In collaboration with Parks and Recreation, Solid Waste Resources will deliver a pilot project to evaluate diverting pet waste generated in parks from landfill disposal and assess the feasibility of full scale implementation.</p>
<p>Illegal Dumping and Litter By-law Changes (Target: March 31, 2021)</p> <p>To improve enforcement action with respect to illegal dumping and litter, Solid Waste Resources will amend and implement new provisions to Solid Waste Resource Collection and Disposal By-law S-600.</p>
<p>Collection Request for Proposal (Target: December 31, 2020)</p> <p>To address expiring contracts, Solid Waste Resources will award new collection contracts for residential curbside collection services for garbage, recyclables, and organics.</p>
Social Development – Accessible Community
<p>Education & Diversion - Accessibility (Target: March 31, 2021)</p> <p>To support waste education accessibility, audio and large print versions of the waste sorting guide will be developed.</p>

PARKING SERVICES

Parking Services is committed to supporting Regional Council priorities through the administration and implementation of policies, By-laws and regulations related to parking and curbside management. Responsible for the management and delivery of the municipal parking strategy and programming that aligns with deliverables from the Integrated Mobility Plan. Activities include working with residential neighbourhoods on parking demand management, provision of enforcement services, administering the parking technology upgrade, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective.

Services Delivered

TRANSPORTATION – INTERCONNECTED AND STRATEGIC GROWTH

Parking Supply Management

This service provides and manages on-street parking and loading controls, policy, supply inventory and demand projection.

Parking Permit Management

This service is responsible for the administration of the Parking Permits By-law P1200 including issuing and enforcing residential, commuter, carshare and student permits across the region.

Parking Technology Solution

This service manages parking solution software and hardware, monitor, inspection and repair of on-street pay stations.

Equipment Management

This service is responsible for the management and maintenance of parking equipment including meters, pay stations and handhelds.

Parking Enforcement

This service ensures public safety, maintains traffic flow requirements as directed by signage and enforces the general rules of the road under legislation of the Motor Vehicle Act, HRM By-law P-500 and the HRM Winter Parking Regulations.

Parking Ticket Management and Administration

This service is responsible for maintaining ticket and enforcement master data, responding to and managing ticket appeals and court docket administration.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Projected	2020/21 Planned
Service Requests completed within standard	16,978	17,900	NA
Parking Tickets	129,277	172,555	218,000

PARKING SERVICES MEASURES

Following the parking technology implementation new performance measures will be developed for 2020/21. These measures may include, and are not limited to: revenue performance, peak parking periods, paid parking zones, permit zones/permit sales and, mobile transactions.

PARKING SERVICES OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Accessible Parking (Target: March 31, 2021)</p> <p>To establish criteria for the planning of new and existing right of way accessible parking spaces, Parking Services will develop accessible parking guidelines. Staff will also work with the Province of Nova Scotia in an attempt to improve the accessible permit program.</p>
<p>Increase Contracted Enforcement Resources (Target: June 30, 2020)</p> <p>To support service improvement, Parking Services will increase contracted overnight parking ban and street sweeping enforcement resources.</p>
Transportation – Interconnected and Strategic Growth
<p>Curbside Management: Policy Development (Target: March 31, 2021)</p> <p>To build on the curbside priority chart, Parking Services will implement curbside management principles in the Spring Garden Business District in anticipation of the complete street transformation project. This will improve how curbside space is used in a way that supports mobility and access for people and goods.</p>
<p>Parking Supply/Demand and Pricing Structure (Target: March 31, 2021)</p> <p>Parking Services will establish bi-annual parking supply/demand studies for on and off-street parking utilization including accessible parking spaces which will be used to inform strategic decision making by the Parking Advisory Committee.</p>

2020/21 Deliverables with Estimated Completion

Increase Pay Station Fines (Target: December 31, 2020)

Parking Services will implement parking fine increases from \$25 to \$35 at pay stations.

Service Delivery– Service to Our People

Parking Technology Implementation (Target: March 31, 2021)

Implement parking technology solution which will result in the transformation and modernization of service delivery for enforcement, ticket administration, permit management and on-street paid parking.

Summary of Net Expenditures - TPW

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
R100 Directors Admin.	673,887	515,350	523,750	667,100	151,750	29.4
R101 LKD Serv. Deliv. & Qu	-	-	-	-	-	-
**** TPW Administration	673,887	515,350	523,750	667,100	151,750	29.4
**** Director/Administration	673,887	515,350	523,750	667,100	151,750	29.4
R170 Transportation Serv.	1,089,111	1,357,100	1,307,900	1,227,200	(129,900)	(9.6)
**** Transportation Services	1,089,111	1,357,100	1,307,900	1,227,200	(129,900)	(9.6)
R112 Rights of Way Approval	304,811	300,300	394,700	274,900	(25,400)	(8.5)
**** Right of Way Services	304,811	300,300	394,700	274,900	(25,400)	(8.5)
R747 Traffic Signs	1,648,671	1,751,000	1,678,600	1,864,600	113,600	6.5
**** Sign Shop	1,648,671	1,751,000	1,678,600	1,864,600	113,600	6.5
R825 Streetlighting	7,672,345	7,723,800	7,743,400	7,952,300	228,500	3.0
R827 Traffic Lights	2,197,848	2,160,100	1,777,900	2,093,000	(67,100)	(3.1)
**** Traffic Signals & Streetligh	9,870,193	9,883,900	9,521,300	10,045,300	161,400	1.6
**** Traffic Management	12,912,787	13,292,300	12,902,500	13,412,000	119,700	0.9
W120 Operations Admin	572,759	(198,000)	464,900	(302,000)	(104,000)	52.5
W199 Fleet Maintenance	23,973	40,000	25,000	40,000	-	-
W944 SH Streetscape Prog	-	-	-	-	-	-
**** Municipal Operations Admin	596,733	(158,000)	489,900	(262,000)	(104,000)	65.8
R710 Ser Del & Asset Mgmt	1,855,040	2,033,400	1,917,000	2,052,800	19,400	1.0
**** Service Delivery & Asset Man	1,855,040	2,033,400	1,917,000	2,052,800	19,400	1.0
R845 Parks Urban Forestry	2,563,796	3,172,100	3,073,110	3,382,400	210,300	6.6
*** Urban Forestry	2,563,796	3,172,100	3,073,110	3,382,400	210,300	6.6
R120 Construction Ser	1,071,099	1,223,200	1,053,400	1,231,400	8,200	0.7
*** Construction Services	1,071,099	1,223,200	1,053,400	1,231,400	8,200	0.7
R723 Enhanced Maint Area	1,938,329	2,330,000	2,197,400	2,216,100	(113,900)	(4.9)
*** Enhanced Maintenance Area	1,938,329	2,330,000	2,197,400	2,216,100	(113,900)	(4.9)
R880 PB Contr. Streets	11,477,393	8,426,300	8,387,000	8,953,100	526,800	6.3
R881 PB Contr. Sidewalks	4,391,538	4,093,300	5,069,600	4,501,400	408,100	10.0
R882 Winter Program Costs	800,984	1,084,100	1,073,500	1,178,600	94,500	8.7
R883 In-House Streets	3,411,483	3,462,700	3,451,300	3,508,900	46,200	1.3
R884 In-Houses Sidewalk	439,715	487,400	491,700	487,400	-	-
R885 PB Contr. ST & SW	3,647,424	7,389,700	7,700,400	8,765,300	1,375,600	18.6
*** Operation Coordinator/Snow &	24,168,537	24,943,500	26,173,500	27,394,700	2,451,200	9.8
R715 Streets & Roads West	1,597,728	1,657,400	1,565,900	1,646,300	(11,100)	(0.7)
R716 Streets & Roads East	103,664	114,600	110,900	119,000	4,400	3.8
R718 Contracts-Asphalt E	(70,482)	-	800	-	-	-
R719 Contracts-Asphalt W	-	243,700	160,000	241,000	(2,700)	(1.1)
R720 Street Clean/Graffiti	1,031,922	1,185,400	1,047,200	1,089,800	(95,600)	(8.1)
R735 Street Mtce-East Rgn	1,385,995	1,447,900	1,502,050	1,604,100	156,200	10.8
R740 Concrete SW-Wst/Bedf	1,349,175	1,328,000	1,185,500	1,351,400	23,400	1.8
R741 Asph-Crb/Wlkwy-East	704,682	838,300	809,700	830,500	(7,800)	(0.9)
R742 Concrete Sdewlk East	529,170	763,400	783,240	758,400	(5,000)	(0.7)
R743 Asphlt Patching West	1,402,025	1,305,300	1,238,100	1,298,900	(6,400)	(0.5)
*** Streets & Roads	8,033,879	8,884,000	8,403,390	8,939,400	55,400	0.6
R766 Cityworks-Cr990002	42	-	-	-	-	-
**** Public Works Operations	37,775,681	40,552,800	40,900,800	43,164,000	2,611,200	6.4
**** Road Operations & Constructi	40,227,455	42,428,200	43,307,700	44,954,800	2,526,600	6.0
R110 Design Admin.	396,004	453,000	453,000	467,700	14,700	3.2
R111 Design	1,207,293	1,676,850	1,676,250	1,744,100	67,250	4.0
R130 Infrastr MgmtServ.	183,752	181,850	181,350	196,600	14,750	8.1
R140 Surveying	822,091	877,950	862,950	891,700	13,750	1.6
R150 LKDRcord Management	(755)	-	-	-	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
R180 Active Transportation	409,437	402,350	418,950	423,900	21,550	5.4
W943 LKDRReg Trails/Street	-	-	-	-	-	-
***** Project Planning & Design	3,017,822	3,592,000	3,592,500	3,724,000	132,000	3.7
R314 Sckv. Landfill Site	16,234	15,300	15,300	15,300	-	-
R315 Leach. Trt./FlareStc	334,695	350,000	350,000	350,000	-	-
**** Former Solid Waste System	350,929	365,300	365,300	365,300	-	-
R319 Community Monitoring	73,877	90,000	90,000	90,000	-	-
R321 Administration - WR	1,083,380	1,131,050	1,170,150	1,243,500	112,450	9.9
*** Admin WR	1,157,257	1,221,050	1,260,150	1,333,500	112,450	9.2
R320 Otter Lake Operations	6,023,714	6,500,000	6,006,000	6,400,000	(100,000)	(1.5)
R326 Otter Lake WSF	499,729	262,500	262,500	-	(262,500)	(100.0)
R327 Otter Lake RDF	1,316,846	986,900	956,900	87,400	(899,500)	(91.1)
R329 Otter Lake FEP	424,733	268,500	262,500	6,000	(262,500)	(97.8)
*** Otter Lake	8,265,023	8,017,900	7,487,900	6,493,400	(1,524,500)	(19.0)
R322 Collection & RRFB	12,785,119	14,187,000	14,087,000	14,635,000	448,000	3.2
R323 Waste Res Sy Debt Ch	78,657	36,700	36,700	-	(36,700)	(100.0)
R324 Compost Fac.Burnside	3,998,914	3,875,000	4,155,000	4,102,000	227,000	5.9
R325 Compost Fac.RaggedLk	3,215,266	3,200,000	3,194,900	3,256,700	56,700	1.8
R328 Rural Depots	236,288	230,400	250,400	230,400	-	-
R330 Material Recov. Fac.	1,898,299	1,920,000	2,570,000	2,100,000	180,000	9.4
R331 RRFB Contract	(682,995)	(595,900)	(600,500)	(631,100)	(35,200)	5.9
R333 C & E Progrms HRM	346,892	546,000	541,000	446,000	(100,000)	(18.3)
R334 Household Haz. Waste	665,559	734,000	842,000	964,000	230,000	31.3
*** SW Other	22,541,999	24,133,200	25,076,500	25,103,000	969,800	4.0
**** Waste Resources	31,964,279	33,372,150	33,824,550	32,929,900	(442,250)	(1.3)
***** Solid Waste Services	32,315,208	33,737,450	34,189,850	33,295,200	(442,250)	(1.3)
A315 Ticket Office				(6,702,200)	(6,702,200)	-
R954 Parking Management	106,873	244,200	259,200	426,200	182,000	74.5
***** Parking Services	106,873	244,200	259,200	(6,276,000)	(6,520,200)	(2,670.0)
Net Total	89,254,031	93,809,500	94,775,500	89,777,100	(4,032,400)	(4.3)

Summary Details - TPW						
Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	17,177,890	18,005,300	18,040,100	19,648,000	1,642,700	9.1
6002 Salaries - Overtime	1,160,746	1,804,700	1,898,500	1,824,700	20,000	1.1
6005 PDP & Union Con Incr	(336,237)	-	(81,000)	-	-	-
6051 Shift Agreements	30,738	188,000	188,000	188,000	-	-
6054 Vacation payout	43,111	-	10,400	-	-	-
6100 Benefits - Salaries	3,796,864	3,850,000	3,832,200	3,958,400	108,400	2.8
6110 Vacancy Management	-	(1,131,200)	(248,600)	(1,283,300)	(152,100)	13.4
6152 Retirement Incentives	128,350	135,800	135,800	138,000	2,200	1.6
6154 Workers' Compensation	336,687	339,500	339,500	376,000	36,500	10.8
6155 Overtime Meals	19,690	-	9,800	-	-	-
6156 Clothing Allowance	142	-	-	-	-	-
6157 stipends	5,462	-	-	-	-	-
6158 WCB Recov Earnings	(426)	-	-	-	-	-
6190 Compensation OCC trf	-	-	-	218,000	218,000	-
6199 Comp & Ben InterDept	(947,598)	-	(328,300)	414,700	414,700	-
9200 HR CATS Wage/Ben	419,642	-	(10,400)	-	-	-
9210 HR CATS OT Wage/Ben	202,068	-	(542,100)	-	-	-
9230 HR CATS OT Meals	(430)	-	(1,000)	-	-	-
* Compensation and Benefits	22,036,697	23,192,100	23,242,900	25,482,500	2,290,400	9.9
6201 Telephone/Cable	27,789	29,700	38,400	36,500	6,800	22.9
6202 Courier/Postage	10,574	39,000	38,000	31,800	(7,200)	(18.5)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6203 Office Furn/Equip	27,149	20,600	21,300	20,700	100	0.5
6204 Computer S/W & Lic	14,495	10,000	18,900	10,000	-	-
6205 Printing & Reprod	43,225	62,500	61,350	67,500	5,000	8.0
6206 Microfilms	-	4,800	-	4,800	-	-
6207 Office Supplies	82,159	72,700	50,300	76,700	4,000	5.5
6299 Other Office Expenses	3,870	-	3,300	-	-	-
* Office	209,261	239,300	231,550	248,000	8,700	3.6
6301 Professional Fees	36,537	49,000	44,000	52,500	3,500	7.1
6302 Legal Fees	11,120	8,500	11,500	10,500	2,000	23.5
6303 Consulting Fees	36,336	79,500	62,200	69,000	(10,500)	(13.2)
6308 Snow Removal	853,599	921,000	931,000	921,000	-	-
6309 Litigation Disburse	-	-	5,000	-	-	-
6310 Outside Personnel	494,012	560,000	556,000	660,000	100,000	17.9
6311 Security	67,732	70,000	70,150	70,000	-	-
6312 Refuse Collection	104,247	121,500	100,300	126,800	5,300	4.4
6315 Outside Policing	-	-	100	-	-	-
6399 Contract Services	58,312,346	60,061,300	61,097,900	63,564,800	3,503,500	5.8
* External Services	59,915,929	61,870,800	62,878,150	65,474,600	3,603,800	5.8
6401 Uniforms & Clothing	42,184	19,800	30,100	45,000	25,200	127.3
6402 Med & First Aid Supp	396	1,400	600	1,400	-	-
6405 Photo Supp & Equip	627	300	150	300	-	-
6406 Bridge Tolls	31,228	49,200	34,700	49,500	300	0.6
6407 Clean/Sani Supplies	20,683	17,900	24,300	17,900	-	-
6409 Personal Protect Equ	133,080	128,600	142,850	128,600	-	-
6499 Other Supplies	99,046	128,700	113,600	128,800	100	0.1
* Supplies	327,244	345,900	346,300	371,500	25,600	7.4
6501 Asphalt	201,375	324,200	260,600	325,900	1,700	0.5
6502 Chemicals	56,702	76,500	90,900	76,500	-	-
6503 Fertilizer	-	-	100	-	-	-
6504 Hardware	333,397	211,500	152,800	161,500	(50,000)	(23.6)
6505 Lubricants	5,497	7,900	5,700	7,900	-	-
6506 Lumber	12,133	16,800	17,200	16,800	-	-
6507 Propane	1,590	2,200	2,300	2,200	-	-
6508 Ready Mix Concrete	106,749	146,200	115,500	146,200	-	-
6510 Road Oils	661	6,700	-	6,700	-	-
6511 Salt	1,610,218	1,497,500	1,497,500	1,543,700	46,200	3.1
6512 Sand	24,688	10,200	12,000	10,200	-	-
6513 Seeds & Plants	5,953	3,700	4,500	903,700	900,000	24,324.3
6514 Sods	1,162	4,100	2,400	4,100	-	-
6515 Stone and Gravel	10,166	52,300	27,800	52,300	-	-
6516 Topsoil	7,358	10,900	11,000	10,900	-	-
6517 Paint	154,142	159,400	161,900	173,200	13,800	8.7
6518 Metal	33,250	46,600	46,600	46,600	-	-
6519 Welding Supplies	2,538	3,200	4,200	3,200	-	-
6599 Other Materials	40,219	58,900	55,450	58,900	-	-
* Materials	2,607,798	2,638,800	2,468,450	3,550,500	911,700	34.5
6602 Electrical	587,656	580,000	600,000	619,000	39,000	6.7
6603 Grnds & Landscaping	105	15,300	15,300	815,300	800,000	5,228.8
6605 Municipal Taxes	4,146	6,000	6,000	6,000	-	-
6607 Electricity	2,503,660	2,542,800	2,538,000	2,618,500	75,700	3.0
6608 Water	10,973	16,500	14,100	16,500	-	-
6610 Building - Exterior	226	-	-	-	-	-
6611 Building - Interior	10,434	5,300	400	300	(5,000)	(94.3)
6612 Safety Systems	-	-	400	-	-	-
6614 Envir Assess/Cleanup	2,118	5,000	5,000	5,000	-	-
6615 Vandalism Clean-up	141,636	201,900	149,000	101,900	(100,000)	(49.5)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6617 Pest Management	77	-	-	-	-	-
6699 Other Building Cost	628	-	-	-	-	-
* Building Costs	3,261,660	3,372,800	3,328,200	4,182,500	809,700	24.0
6701 Equipment Purchase	142,056	70,900	145,400	70,900	-	-
6702 Small Tools	45,698	47,300	67,500	47,300	-	-
6703 Computer Equip/Rent	5,613	6,600	11,900	6,600	-	-
6704 Equipment Rental	56,936	67,100	77,000	67,100	-	-
6705 Equip - R&M	4,368	3,400	4,300	3,400	-	-
6706 Computer R&M	78	500	500	500	-	-
6707 Plumbing & Heating	59	-	100	-	-	-
6708 Mechanical Equipment	-	-	500	-	-	-
6711 Communication System	182,999	212,300	172,000	212,300	-	-
* Equipment & Communications	437,808	408,100	479,200	408,100	-	-
6802 Vehicle R&M	1,669	7,000	5,000	7,000	-	-
6803 Vehicle Fuel - Diesel	170	-	-	-	-	-
6804 Vehicle Fuel - Gas	1,946	300	-	300	-	-
6806 Vehicle Rentals	4,578	4,500	2,300	4,500	-	-
6807 Vehicle Leases	12,744	15,000	5,100	15,000	-	-
6811 Shop Supplies	47	-	-	-	-	-
6899 Other Vehicle Expense	6,270	4,000	6,400	4,000	-	-
* Vehicle Expense	27,424	30,800	18,800	30,800	-	-
6901 Membership Dues	55,716	56,600	53,900	56,600	-	-
6902 Conferences/Workshop	24,126	79,900	59,450	76,400	(3,500)	(4.4)
6903 Travel - Local	310,763	336,700	326,550	336,700	-	-
6904 Travel - Out of Town	41,054	47,750	35,750	47,800	50	0.1
6905 Training & Education	35,185	94,800	72,600	98,800	4,000	4.2
6906 Licenses & Agreements	196,371	229,200	230,700	196,200	(33,000)	(14.4)
6907 Commission Fees	178	-	-	-	-	-
6908 Medical Examinations	3,122	5,000	5,400	5,000	-	-
6909 Cost of Sales	17	-	-	-	-	-
6910 Signage	41,617	55,000	55,100	55,000	-	-
6911 Facilities Rental	491	6,800	600	6,300	(500)	(7.4)
6912 Advertising/Promotio	314,635	326,400	328,000	230,000	(96,400)	(29.5)
6913 Awards	85	-	-	-	-	-
6916 Public Education	26,488	165,000	165,000	201,000	36,000	21.8
6917 Books and Periodicals	5,388	3,800	4,900	4,300	500	13.2
6918 Meals	10,173	16,300	13,000	16,800	500	3.1
6919 Special Projects	1,269,110	1,878,550	2,173,610	230,900	(1,647,650)	(87.7)
6928 Committee Expenses	262	500	600	900	400	80.0
6929 Procurement Card Clg	1,384	200	200	200	-	-
6933 Community Events	53	-	200	-	-	-
6936 Staff Relations	2,718	2,000	2,250	2,000	-	-
6938 Rewarding Excellence	4,740	10,800	10,800	11,300	500	4.6
6940 Fencing	1,325	4,900	4,900	4,900	-	-
6942 Management Fees	-	-	100	-	-	-
6943 Health and Wellness	1,321	2,500	3,950	2,500	-	-
6999 Other Goods/Services	61,165	5,500	14,100	5,500	-	-
* Other Goods & Services	2,407,488	3,328,200	3,561,660	1,589,100	(1,739,100)	(52.3)
7009 Internal Trfr Other	330,669	403,100	241,000	376,500	(26,600)	(6.6)
7010 IntTrfr Insur Funds	(118,343)	(40,000)	(103,210)	(50,000)	(10,000)	25.0
7011 Int Trf Record Check	1,742	-	2,500	-	-	-
7012 Int Trf Print/Reprod	-	-	600	-	-	-
* Interdepartmental	214,068	363,100	140,890	326,500	(36,600)	(10.1)
8010 Other Interest	11,286	30,000	7,500	-	(30,000)	(100.0)
8011 Interest on Debentur	137,756	35,600	35,600	-	(35,600)	(100.0)
8012 Principal on Debentu	2,099,637	1,404,400	1,404,400	-	(1,404,400)	(100.0)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
* Debt Service	2,248,678	1,470,000	1,447,500	-	(1,470,000)	(100.0)
8001 Transf Outside Agenc	-	10,000	10,000	-	(10,000)	(100.0)
8003 Insurance Pol/Prem	849	3,000	3,000	-	(3,000)	(100.0)
8008 Transf to/fr Reserve	4,243,961	4,215,200	3,919,500	-	(4,215,200)	(100.0)
8024 Transf to/fr Capital	5,109	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	-	-	-	(22,000)	(22,000)	-
8031 Tfr To Resvs Fr Oper	-	-	-	4,388,000	4,388,000	-
9000 Prior Yr. Sur/Def	(10,593)	(10,600)	(10,600)	-	10,600	(100.0)
9001 Current Yr. Sur/Def	17,180	-	-	-	-	-
* Other Fiscal	4,256,506	4,217,600	3,921,900	4,366,000	148,400	3.5
** Total	97,950,561	101,477,500	102,065,500	106,030,100	4,552,600	4.5

Summary Details - TPW

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4201 Area Rate Residential	(42,020)	(42,500)	(42,500)	-	42,500	(100.0)
* Area Rate Revenue	(42,020)	(42,500)	(42,500)	-	42,500	(100.0)
4750 Other Grants	(4,018,845)	(3,206,000)	(3,318,000)	(3,346,000)	(140,000)	4.4
* Transfers from other Gov'ts	(4,018,845)	(3,206,000)	(3,318,000)	(3,346,000)	(140,000)	4.4
4902 Fines Fees	-	-	-	(6,031,500)	(6,031,500)	-
4905 St. Opening Permits	(202,424)	(268,300)	(190,000)	(268,300)	-	-
4912 Signs & Encroachments	(181,229)	(185,000)	(195,000)	(185,000)	-	-
5101 Parking Rentals	(86,760)	(90,000)	(100,000)	(118,000)	(28,000)	31.1
5225 Tipping Fees-Waste R	(1,457,547)	(1,415,000)	(1,445,000)	(1,505,000)	(90,000)	6.4
5255 Engineering Fees	(5,331)	-	-	-	-	-
5256 SOT Revenue	-	-	-	(2,500,000)	(2,500,000)	-
5403 Sale-Other Recycle	(1,045,912)	(1,000,000)	(340,000)	(760,000)	240,000	(24.0)
* Fee Revenues	(2,979,203)	(2,958,300)	(2,270,000)	(11,367,800)	(8,409,500)	284.3
5508 Recov External Parti	(1,089,527)	(819,200)	(912,400)	(847,200)	(28,000)	3.4
5600 Miscellaneous Revenue	(566,936)	(642,000)	(747,100)	(692,000)	(50,000)	7.8
* Other Revenue	(1,656,463)	(1,461,200)	(1,659,500)	(1,539,200)	(78,000)	5.3
** Total	(8,696,531)	(7,668,000)	(7,290,000)	(16,253,000)	(8,585,000)	112.0
Net Total	89,254,031	93,809,500	94,775,500	89,777,100	(4,032,400)	(4.3)



OFFICE OF THE AUDITOR GENERAL

2020/21 BUDGET AND BUSINESS PLAN

MISSION

TO DELIVER INDEPENDENT AUDITS THAT STRENGTHEN
ACCOUNTABILITY AND ENCOURAGE IMPROVED EFFICIENCY AND
EFFECTIVENESS OF PROGRAMS.

OFFICE OF THE AUDITOR GENERAL

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality's programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality's operations.

The Office of the Auditor General independently prepares and publishes its work plan and reports. Details can be found at: <http://www.halifax.ca/auditorgeneral>

FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	10.0	(0.4)	9.6
Seasonal, Casual & Term	-	-	-
Total	10.0	(0.4)	9.6

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Office of the Auditor General	0.2%	0.2%	0.2%
Average tax bill amount spent on Office of the Auditor General	\$3.80	\$4.00	\$4.20

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

OFFICE OF THE AUDITOR GENERAL BUDGET

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Office of the Auditor General	\$ 1,028,877	\$ 1,085,700	\$ 957,880	\$ 1,126,900	\$ 41,200	3.8
Net Total	\$ 1,028,877	\$ 1,085,700	\$ 957,880	\$ 1,126,900	\$ 41,200	3.8

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 1,085,700
Compensation Changes:	
Salary Adjustments	45,000
Other Budget Adjustments:	
Computer Software and Licenses	1,000
Legal Fees	2,500
Decrease in Contract Services	(2,000)
Recruitment	1,000
Decrease in Training and	(3,200)
Decrease Other Expenses	(3,100)
Total Change	\$ 41,200
2020/21 Budget	\$ 1,126,900

OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 963,070	\$ 987,000	\$ 882,330	\$ 1,032,000	\$ 45,000	4.6
Office	28,465	37,500	35,000	37,700	200	0.5
External Services	5,678	8,500	8,500	9,000	500	5.9
Equipment & Communications	63	2,000	600	1,000	(1,000)	(50.0)
Other Goods & Services	31,587	50,700	31,450	47,200	(3,500)	(6.9)
Net Total	\$ 1,028,877	\$ 1,085,700	\$ 957,880	\$ 1,126,900	\$ 41,200	3.8

Summary of Net Expenditures - Office of the Auditor General

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
G100 Off of the Aud Gen	1,028,877	1,085,700	957,880	1,126,900	41,200	3.8
Net Total	\$ 1,028,877	\$ 1,085,700	\$ 957,880	\$ 1,126,900	\$ 41,200	3.8

Summary Details - Office of the Auditor General

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	799,680	814,800	743,434	857,900	43,100	5.3
6005 PDP & Union Con Incr	(9,224)	-	(10,875)	-	-	-
6100 Benefits - Salaries	155,052	154,500	134,859	155,900	1,400	0.9
6152 Retirement Incentives	5,630	5,500	4,912	5,800	300	5.5
6154 Workers' Compensation	11,931	12,200	10,000	12,400	200	1.6
* Compensation and Benefits	963,070	987,000	882,330	1,032,000	45,000	4.6
6201 Telephone/Cable	-	-	500	500	500	-
6202 Courier/Postage	29	200	-	200	-	-
6203 Office Furn/Equip	2,423	3,000	1,300	2,500	(500)	(16.7)
6204 Computer S/W & Lic	24,403	32,000	32,000	33,000	1,000	3.1
6207 Office Supplies	1,609	2,300	1,200	1,500	(800)	(34.8)
* Office	28,465	37,500	35,000	37,700	200	0.5
6302 Legal Fees	1,918	2,500	2,500	5,000	2,500	100.0
6399 Contract Services	3,759	6,000	6,000	4,000	(2,000)	(33.3)
* External Services	5,678	8,500	8,500	9,000	500	5.9
6703 Computer Equip/Rent	63	2,000	600	1,000	(1,000)	(50.0)
* Equipment & Communications	63	2,000	600	1,000	(1,000)	(50.0)
6901 Membership Dues	9,040	15,000	13,000	15,000	-	-
6902 Conferences/Workshop	900	5,500	1,500	5,500	-	-
6903 Travel - Local	1,144	2,000	1,300	1,500	(500)	(25.0)
6904 Travel - Out of Town	2,457	5,500	2,250	5,500	-	-
6905 Training & Education	15,548	18,200	10,500	15,000	(3,200)	(17.6)
6912 Advertising/Promotio	-	-	-	700	700	-
6914 Recruiting	-	-	500	1,000	1,000	-
6917 Books and Periodicals	1,867	1,500	1,000	1,000	(500)	(33.3)
6919 Special Projects	147	2,000	400	1,000	(1,000)	(50.0)
6938 Rewarding Excellence	484	1,000	1,000	1,000	-	-
* Other Goods & Services	31,587	50,700	31,450	47,200	(3,500)	(6.9)
7009 Internal Trfr Other	15	-	-	-	-	-
* Interdepartmental	15	-	-	-	-	-
Net Total	\$ 1,028,877	\$ 1,085,700	\$ 957,880	\$ 1,126,900	\$ 41,200	3.8



CAO BUSINESS UNIT

2020/21 BUDGET AND BUSINESS PLAN

MISSION

TO CREATE A GREAT PLACE TO LIVE, WORK AND PLAY BY BECOMING
THE BEST MANAGED MUNICIPALITY IN CANADA.

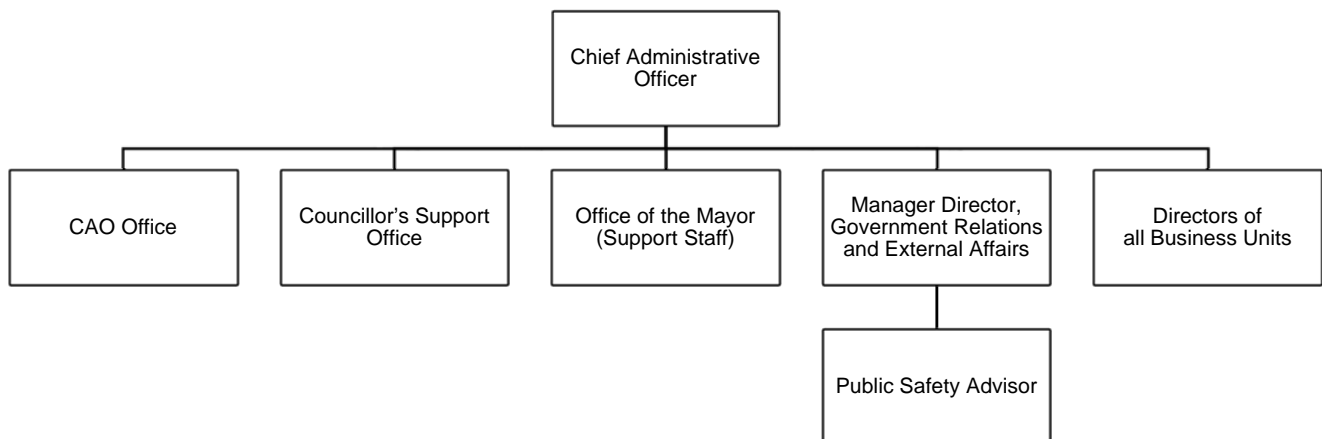
CAO BUSINESS UNIT OVERVIEW

The Chief Administrative Officer's (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit oversees all business units and provides administrative and legislative support to the Mayor and Regional Council.

The CAO's office also oversees the Councillor Support Office, the support staff in the Mayor's Office, Government Relations and External Affairs (transferred from Legal and Legislative Services), and the Public Safety Advisor (transferred from the Parks and Recreation business unit).

CAO BUSINESS UNIT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Change (+/-)	2020/21 Budget
Full Time	31.5	0.5	32.0
Seasonal, Casual & Term	0.7	1.6	2.3
Business Unit Total	32.2	2.1	34.3

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on the CAO Business Unit	1.4%	1.4%	1.5%
Average tax bill amount spent on the CAO Business Unit	\$26.50	\$28.20	\$30.00

* Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)

* 2020/21 includes addition of Government and External Relations and Public Safety Advisor to the CAO business unit.

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
CAO Office	\$ 903,272	\$ 831,900	\$ 852,200	\$ 874,400	\$ 42,500	5.1
Councillor Support	2,687,285	2,802,700	2,676,900	2,767,400	(35,300)	(1.3)
Government Relations & External Affairs	2,647,547	3,088,000	2,845,600	3,526,700	438,700	14.2
Mayors Office	794,327	857,500	845,100	860,300	2,800	0.3
Net Total	\$ 7,032,430	\$ 7,580,100	\$ 7,219,800	\$ 8,028,800	\$ 448,700	5.9

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 7,580,100 *
Compensation Changes:	
New Positions and Salary Adjustments	129,800
Revenue Adjustments:	
Public Safety Grant from the Department of Justice	(97,500)
Miscellaneous adjustments	(2,000)
Other Budget Adjustments:	
External Services and Training for the Community Mobilization Project	60,500
2% increase in Halifax Partnership Grant	36,900
Increase for Economic Development Strategy with Halifax Partnership	135,000
Increase in grants for Business Improvement Districts	100,000 **
Increase in grants to support the Navigator Street Outreach Program	60,000
Miscellaneous adjustments	26,000
Total Change	\$ 448,700
2020/21 Budget	\$ 8,028,800

* The Approved 2019/20 Budget amount is restated to include the Government Relations and External Affairs division from Legal & Legislative Services and the Public Safety Advisor division from Parks and Recreation.

** Of the \$100,000 increase, \$50,000 was transferred from the Transportation and Public Works business unit.

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 4,702,203	\$ 4,895,900	\$ 4,655,300	\$ 5,025,700	\$ 129,800	2.7
Office	49,173	54,600	54,400	61,200	6,600	12.1
External Services	584,423	49,000	33,500	84,500	35,500	72.4
Supplies	3,983	-	500	500	500	-
Building Costs	2,244	4,000	3,300	2,000	(2,000)	(50.0)
Equipment & Communications	4,740	4,500	4,500	4,500	-	-
Vehicle Expense	37,666	37,200	34,400	33,000	(4,200)	(11.3)
Other Goods & Services	650,524	461,000	414,900	538,700	77,700	16.9
Interdepartmental	22,047	32,000	34,500	34,400	2,400	7.5
Other Fiscal	4,412,051	4,763,900	4,828,900	5,065,800	301,900	6.3
Total Expenditures	10,469,056	10,302,100	10,065,000	10,850,300	548,200	5.3

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Area Rate Revenue	\$ (2,475,860)	\$ (2,537,300)	\$ (2,537,300)	\$ (2,537,300)	\$ -	-
Payments in Lieu of taxes	(140,694)	(140,700)	(140,700)	(140,700)	-	-
Transfers from other Govts	(718,754)	-	-	-	-	-
Fee Revenues	(44,991)	(44,000)	(44,000)	(46,000)	(2,000)	4.5
Other Revenue	(56,326)	-	(123,200)	(97,500)	(97,500)	-
Total Revenues	(3,436,625)	(2,722,000)	(2,845,200)	(2,821,500)	(99,500)	3.7
Net Total	\$ 7,032,430	\$ 7,580,100	\$ 7,219,800	\$ 8,028,800	\$ 448,700	5.9

CAO BUSINESS UNIT SERVICE AREAS

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The CAO Office is committed to supporting Regional Council priorities through strategic and operational guidance by the CAO and the team to ensure efficient delivery of highly professional public service in support of Regional Council.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Corporate Direction

Overall strategic and operational direction to all business units.

Leadership

Leadership of the administrative branch of municipal government.

Public Services Oversight

Direct oversight of all business units delivering Public Services:

GOVERNANCE AND ENGAGEMENT – FISCAL RESPONSIBILITY

Resource Assignment

Assignment of corporate resources required to implement policies and programs as directed by Regional Council

STRATEGIC INITIATIVES (2020/21)

SOCIAL DEVELOPMENT – SOCIAL INFRASTRUCTURE

Social Policy Lens

Through its social development priority area and various report requests, Regional Council has indicated its interest in evolving HRM's approach to social policy. GREA will continue to develop policy and coordinate activity in this area and exploring how social development is best measured in a municipal context.

ECONOMIC DEVELOPMENT – PROMOTE AND MAXIMIZE GROWTH

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity lead to a wide range of benefits for the municipality and its residents. HRM works with business organizations and outside agencies to develop effective strategies to promote this growth. Halifax's economic strategy, the *Halifax Economic Growth Plan 2016 – 2021* has four main strategic goals that are supported by various initiatives and deliverables. Implementing this plan and monitoring, tracking and reporting on progress is a key component to the successful delivery of the economic strategy.

Government Relations & External Affairs (GREA) will continue tracking deliverables and outputs from the current economic strategy. GREA will also work with the Halifax Partnership to develop a new economic strategy that will guide HRM and the Partnership's long-term efforts to attract, keep, and grow investment talent and jobs in the municipality.

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS

Government Relations and External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Audit Coordination

This service is responsible for coordinating corporate response to reports released by the Auditor General.

Corporate Policy Development and Coordination

This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

Economic and Social Policy Coordination

This service provides policy advice and coordinates activities related to the region's economic agenda and Regional Council's social development priority.

Government and External Relations

This service is responsible for ongoing management of relationships with other levels of government as well as key stakeholders.

Special Projects

This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected
Number of pieces of legislation requested by Regional Council passed by province	Nil	4	0
Number of successful infrastructure project funding applications	Nil	2	4
Business Retention and Expansion Visits	176	423	320
Business Retentions and Expansions	13	25	20

* *Municipal Benchmarking Network Canada*

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS MEASURES

Government Relations and External Affairs work, including coordinating Council's legislation requests and submitting infrastructure project funding applications, is largely responsive to other orders of government and actioned on an as needed basis.

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS KEY DELIVERABLES
(2020/21)

2020/21 Deliverables with Estimated Completion
<p>Governance and Engagement - Municipal Governance</p> <p>Refresh/Review Councillor Onboarding & Training Package prior to 2020 Election (Target: September 30, 2020)</p> <p>In anticipation of welcoming a new Regional Council, Government Relations & External Affairs will lead a review and refresh of the Councillor Onboarding and Training Package.</p>
<p>Economic Development - Promote and Maximize Growth</p> <p>Economic Growth Plan (2021-2026) Development (Target: March 31, 2021)</p> <p>Work with the Halifax Partnership to review the existing and develop a new economic strategy that will guide HRM and the Partnership's long-term efforts to attract, keep, and grow investment, talent, and jobs in the municipality.</p>

2020/21 Deliverables with Estimated Completion

Federal Infrastructure Planning (Target: March 31, 2021)

To advance HRM's Economic Growth Plan (action 21), Government Relations & External Affairs will pursue / secure federal funding to undertake key infrastructure projects.

PUBLIC SAFETY ADVISOR

The Public Safety Advisor is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy with the goal of helping to ensure residents and visitors to our community can live, learn, play and work in a safe environment.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES – PUBLIC SAFETY

Public Safety Coordination

This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

PUBLIC SAFETY ADVISOR KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Public Safety Strategy 2018-2022 (Target: March 31, 2022)</p> <p>The Public Safety Strategy is a roadmap for making evidence-informed, upstream investments in community safety and wellbeing. The Public Safety Office oversees analysis, implementation and evaluation of priority actions identified in the Public Safety Strategy.</p> <p>In 20/21, the Public Safety Office will support business units in prioritizing implementation of actions within the following strategic areas:</p> <ul style="list-style-type: none"> • Improve mobility; • Enhance safety of public spaces; • Enhance community cohesion and engagement; • Reduce harms associated with substance misuse; and • Decrease interpersonal violence.
<p>Initiate Process for the Co-development of a Municipal Drug Strategy with Key Stakeholders (Target: March 31, 2021)</p> <p>The Public Safety Advisor will convene key stakeholder to identify and seek resources to fund a drug strategy coordinator position for the development of a municipal drug strategy to advance implementation of Public Safety Strategy Priority areas related to substance misuse (1.4;4.3;4.4).</p>
<p>Establish Community Mobilization Teams (Target: March 31, 2021)</p> <p>Establish Community Mobilization Teams in five communities.</p>
<p>Launch HRM’s United Nations (UN) Women Safe Cities and Safe Public Spaces Global Flagship Programme (Target: December 31, 2020)</p> <p>To advance priority areas in the Public Safety Strategy, HRM has joined the United Nations (UN) Women Safe Cities and Safe Public Spaces Global Flagship Programme. Actions in 20/21 include: Public launch of the programme; training in Gender-based Analysis Plus (GBA+) safety audits; conducting a scoping study and developing a recommendation to improve the safety of women and girls in public spaces. Focus areas: Mobility in the Regional Core.</p>

2020/21 Deliverables with Estimated Completion

Host Canadian Municipal Network on Crime Prevention's (CMNCP) AGM and conference (Target: December 31, 2020)

To showcase the work underway in Halifax advancing crime prevention and community safety and wellbeing, and to exchange knowledge and evidence in this field with a community of practice that extends across Canada, the Public Safety Office will host the Annual General Meeting and conference of the Canadian Municipal Network on Crime Prevention.

Healthy, Liveable Communities - Community Well-being

Establish Index for Community Safety and Well-being (Target: March 31, 2021)

Generate evidence on state of community safety efforts internally and among community stakeholders, including community safety and well-being index to monitor progress on the Public Safety Strategy. Develop program evaluation for Community Mobilization Teams.

OFFICE OF THE MAYOR

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and HRM staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Mayoral Support

Delivery of legislative and administrative support to the Mayor.

Issue Coordination

Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

Mayoral Correspondence

Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.

COUNCILLORS SUPPORT OFFICE

The Councillors Support Office is committed to supporting Regional Council priorities through the coordination of resident relations, communications, and administrative support for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Councillor-Citizen Relations Support

The Councillors' Support Office coordinates resident relations and communications for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

Councillor Administrative Support

The Councillors' Support Office provides administrative support for members of Regional Council.

Councillor Operational Support

The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary to their position.

Summary of Net Expenditures - CAO

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
E110 CAO Office	873,864	811,900	842,900	859,900	48,000	5.9
E113 City Hall Operations	25,320	20,000	9,300	14,500	(5,500)	(27.5)
E130 FCM Conference	4,087	-	-	-	-	-
*** CAO Office	903,272	831,900	852,200	874,400	42,500	5.1
E200 Councillor's Support	2,687,285	2,802,700	2,676,900	2,767,400	(35,300)	(1.3)
*** Councillor Support	2,687,285	2,802,700	2,676,900	2,767,400	(35,300)	(1.3)
C411 Public Safety Advisor	74,799	209,800	166,400	342,500	132,700	63.3
** Public Safety Advisor	74,799	209,800	166,400	342,500	132,700	63.3
C771 BID's Contributions Fund	107,000	107,000	107,000	207,000	100,000	93.5
E121 Greater Hlfx Partner	1,807,700	1,843,900	1,843,900	2,015,800	171,900	9.3
E400 Intergovrn. Relation	658,048	927,300	728,300	961,400	34,100	3.7
*** Government Relations & Externa	2,647,547	3,088,000	2,845,600	3,526,700	438,700	14.2
E300 Mayor's office	794,327	857,500	845,100	860,300	2,800	0.3
*** Mayors Office	794,327	857,500	845,100	860,300	2,800	0.3
Net Total	7,032,430	7,580,100	7,219,800	8,028,800	448,700	5.9

Summary Details - CAO

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	3,986,639	4,145,700	4,051,900	4,269,000	123,300	3.0
6002 Salaries - Overtime	943	1,000	4,100	1,000	-	-
6005 PDP & Union Con Incr	(46,799)	-	(87,700)	-	-	-
6100 Benefits - Salaries	688,550	761,300	677,700	730,600	(30,700)	(4.0)
6110 Vacancy Management	-	(51,300)	-	(51,300)	-	-
6150 Honorariums	10,665	-	12,900	-	-	-
6151 Vehicle Allowance	-	-	-	-	-	-
6152 Retirement Incentives	25,758	26,900	22,900	25,300	(1,600)	(5.9)
6154 Workers' Compensation	36,447	39,700	40,200	43,700	4,000	10.1
6199 Comp & Ben InterDept	-	(27,400)	(66,700)	7,400	34,800	(127.0)
* Compensation and Benefits	4,702,203	4,895,900	4,655,300	5,025,700	129,800	2.7
6201 Telephone/Cable	18,172	23,300	25,900	26,700	3,400	14.6
6202 Courier/Postage	2,953	5,900	4,900	4,900	(1,000)	(16.9)
6203 Office Furn/Equip	6,977	2,900	3,500	3,100	200	6.9
6205 Printing & Reprod	1,785	2,200	2,300	2,200	-	-
6207 Office Supplies	17,124	19,300	16,800	24,300	5,000	25.9
6299 Other Office Expenses	2,162	1,000	1,000	-	(1,000)	(100.0)
* Office	49,173	54,600	54,400	61,200	6,600	12.1
6303 Consulting Fees	-	40,000	9,000	45,000	5,000	12.5
6304 Janitorial Services	-	-	200	-	-	-
6399 Contract Services	584,423	9,000	24,300	39,500	30,500	338.9
* External Services	584,423	49,000	33,500	84,500	35,500	72.4
6404 Rec Prog Supplies	-	-	500	500	500	-
6406 Bridge Tolls	-	-	-	-	-	-
6499 Other Supplies	3,983	-	-	-	-	-
* Supplies	3,983	-	500	500	500	-
6517 Paint	-	-	800	-	-	-
* Materials	-	-	800	-	-	-
6611 Building - Interior	18	-	-	-	-	-
6699 Other Building Cost	2,226	4,000	3,300	2,000	(2,000)	(50.0)
* Building Costs	2,244	4,000	3,300	2,000	(2,000)	(50.0)
6701 Equipment Purchase	4,719	4,000	4,000	4,000	-	-
6702 Small Tools	21	-	-	-	-	-
6703 Computer Equip/Rent	-	500	500	500	-	-
6704 Equipment Rental	-	-	-	-	-	-

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
* Equipment & Communications	4,740	4,500	4,500	4,500	-	-
6804 Vehicle Fuel - Gas	-	-	200	-	-	-
6806 Vehicle Rentals	83	-	-	-	-	-
6807 Vehicle Leases	-	-	700	-	-	-
6899 Other Vehicle Expense	37,583	37,200	33,500	33,000	(4,200)	(11.3)
* Vehicle Expense	37,666	37,200	34,400	33,000	(4,200)	(11.3)
6901 Membership Dues	13,822	13,500	4,370	21,500	8,000	59.3
6902 Conferences/Workshop	29,278	29,700	18,999	34,400	4,700	15.8
6903 Travel - Local	65,772	65,100	63,100	65,900	800	1.2
6904 Travel - Out of Town	70,018	76,900	85,500	85,300	8,400	10.9
6905 Training & Education	16	5,000	16,600	30,000	25,000	500.0
6911 Facilities Rental	6,222	6,400	8,200	8,400	2,000	31.3
6912 Advertising/Promotio	90,593	96,800	96,100	119,100	22,300	23.0
6913 Awards	1,590	2,700	4,601	2,700	-	-
6916 Public Education	9,239	-	3,600	-	-	-
6917 Books and Periodicals	8,245	8,600	7,500	9,600	1,000	11.6
6918 Meals	29,287	22,200	31,000	26,900	4,700	21.2
6919 Special Projects	281,361	85,800	31,800	76,800	(9,000)	(10.5)
6928 Committee Expenses	-	-	500	-	-	-
6929 Procurement Card Clg	232	-	-	-	-	-
6933 Community Events	36,626	46,300	40,600	54,100	7,800	16.8
6936 Staff Relations	414	1,800	800	3,600	1,800	100.0
6938 Rewarding Excellence	3,209	200	200	400	200	100.0
6999 Other Goods/Services	4,601	-	1,430	-	-	-
* Other Goods & Services	650,524	461,000	414,900	538,700	77,700	16.9
7009 Internal Trfr Other	21,707	32,000	4,500	800	(31,200)	(97.5)
7012 Int Trf Print/Reprod	-	-	30,000	33,600	33,600	-
7015 Int Trf FacilityRent	340	-	-	-	-	-
* Interdepartmental	22,047	32,000	34,500	34,400	2,400	7.5
8001 Transf Outside Agenc	2,601,759	2,678,000	2,678,000	4,558,800	1,880,800	70.2
8004 Grants	1,852,700	2,085,900	2,150,900	507,000	(1,578,900)	(75.7)
8008 Transf to/fr Reserve	(57,203)	-	-	-	-	-
9000 Prior Yr. Sur/Def	14,796	-	-	-	-	-
* Other Fiscal	4,412,051	4,763,900	4,828,900	5,065,800	301,900	6.3
** Total	10,469,056	10,302,100	10,065,000	10,850,300	548,200	5.3

Summary Details - CAO

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4202 Area Rate Commercial	(2,475,860)	(2,537,300)	(2,537,300)	(2,537,300)	-	-
* Area Rate Revenue	(2,475,860)	(2,537,300)	(2,537,300)	(2,537,300)	-	-
4601 Grant in Lieu-Fed	(73,674)	(46,000)	(46,000)	(46,000)	-	-
4602 Grant in Lieu-Prov.	(67,020)	(94,700)	(94,700)	(94,700)	-	-
* Payments in Lieu of taxes	(140,694)	(140,700)	(140,700)	(140,700)	-	-
4704 Conditnl Grnts Other	(718,754)	-	-	-	-	-
* Transfers from other Gov'ts	(718,754)	-	-	-	-	-
5206 Stipends	(44,991)	(44,000)	(44,000)	(46,000)	(2,000)	4.5
* Fee Revenues	(44,991)	(44,000)	(44,000)	(46,000)	(2,000)	4.5
5508 Recov External Parti	(56,326)	-	(123,200)	(97,500)	(97,500)	-
* Other Revenue	(56,326)	-	(123,200)	(97,500)	(97,500)	-
** Total	(3,436,625)	(2,722,000)	(2,845,200)	(2,821,500)	(99,500)	3.7
Net Total	7,032,430	7,580,100	7,219,800	8,028,800	448,700	5.9



FINANCE, ASSET MANAGEMENT & ICT

2020/21 BUDGET AND BUSINESS PLAN

MISSION WE LEAD FINANCIAL AND TECHNOLOGICAL STEWARDSHIP THROUGH ADVICE, GOVERNANCE, CUSTOMER-FOCUSED SERVICES AND POLICY.

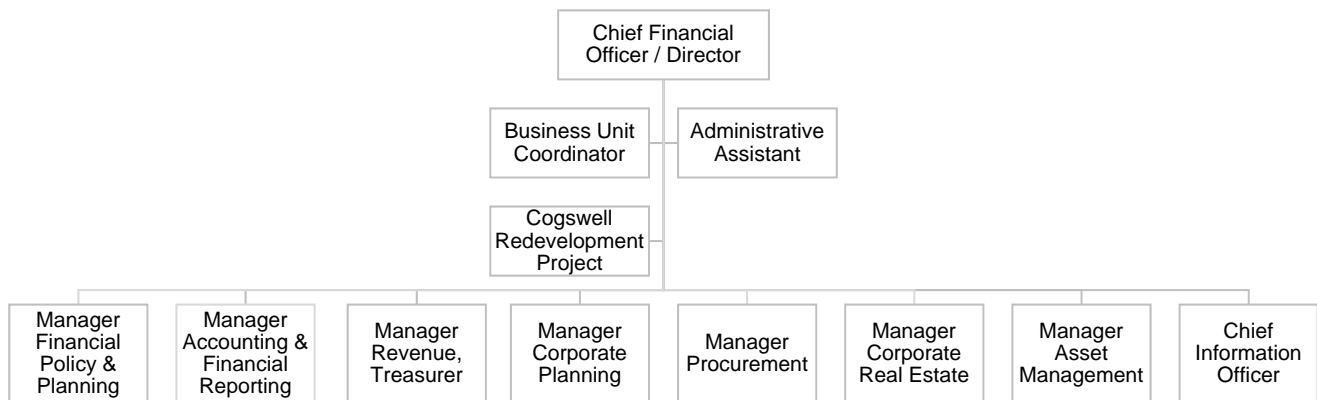
FINANCE, ASSET MANAGEMENT & ICT OVERVIEW

Finance, Asset Management & ICT is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Service Excellence - Service Delivery- Service Improvements
- Social Development - Social Infrastructure
- Economic Development - Supply of Industrial, Commercial, and Institutional Lands
- Financial Stewardship - Risk Management Framework; Strategic, Multi-year Business and Budget Plans; and Sustainable Financial Position.

This is achieved through leadership of financial stewardship activities and providing services and advice to internal clients, Regional Council and residents of the Halifax Regional Municipality. Corporate Planning provides support to the organization by assisting business units in strategic and operational decision-making; performance management and maximizing collaboration on Regional Council's priorities. Corporate Real Estate and Asset Management improves the way that our municipal assets are managed within HRM. Information, Communication & Technology focuses on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.

FINANCE, ASSET MANAGEMENT & ICT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	315.2	7.0	322.2
Seasonal, Casual and Term	5.5	1.6	7.1
Total	320.7	8.6	329.3

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Finance & Asset Management & ICT	7.5%	7.6%	7.4%
Average tax bill amount spent on Finance, Asset Management & ICT	\$144.70	\$149.60	\$148.90

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

FINANCIAL STEWARDSHIP - RISK MANAGEMENT FRAMEWORK

Risk Management Framework

In an effort to better anticipate and manage risks, the municipality is evolving its Risk Management Strategy by developing a comprehensive Enterprise Risk Management Program which will assess risk at a corporate, operational, and project level. Governance, training, monitoring, and reporting are the focus this year.

FINANCIAL STEWARDSHIP - STRATEGIC, MULTI-YEAR BUSINESS AND BUDGET PLANS

20-Year Strategic Vision

To engage our diverse communities in a long-term vision of HRM, Corporate Planning will develop a public engagement process using several outreach methods to begin the dialogue with Regional Council on the development of a long-term (20 year) strategic vision for the municipality. This strategy will be used by successive Regional Councils to create 4-year mid-range plans and by the administration to align capital and operational budget/priorities.

Long-Term Capital Planning

To improve the accuracy of long-term capital project reporting, cost projection reporting has been improved to better integrate with project progress reporting. The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital

Funding Framework, developing and establishing an initiative with HRM business units to collect and record asset condition, and criticality levels for major asset classes.

Development of Capital Funding Framework:

Finance will review debt and reserve policies and other revenue and funding sources and their relationship to financial sustainability and a long-term capital plan.

FINANCIAL STEWARDSHIP - FINANCIAL POSITION

Long-term Financial Planning

To support long-term sustainable and resilient financial planning, Financial Policy and Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.

ECONOMIC DEVELOPMENT – SUPPLY OF INDUSTRIAL, COMMERCIAL, AND INSTITUTIONAL LANDS

Supply of Industrial Lands

To ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities, HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. Key activities and initiatives for the next two years will include:

- Detailed Design for Burnside Phase 13 and contribution to Provincial Interchanges to Phase 13 via the Burnside Connector;
- Ragged Lake Secondary Planning Background Studies;
- Introduce initial report to Regional Council for next steps in Secondary Planning Process for Ragged Lake; and
- Amending zoning at Aerotech Business Park (2021/22 deliverable).

ECONOMIC DEVELOPMENT – FOCUS ON THE REGIONAL CENTRE

Cogswell Redevelopment Program

The Cogswell Redevelopment Program is a significant "City Building" project intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the north end of the city. Demolition of existing infrastructure and its replacement with a new at-grade street network, parks and open spaces, and development blocks are estimated to take three to four years. Phased release of the newly created land parcels for high value residential/mixed use buildings will occur in the following four to five years. In 2020/21, staff will:

- Complete the tender process for the construction services contract;
- Initiate demolition of existing interchange infrastructure and commence reconstruction; and
- Develop and launch a comprehensive communication plan for traffic and business disruption.

SERVICE DELIVERY - INNOVATION

Service Innovation and Transformation

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies - our customers. Through both short and long-term planning, Information, Communication, and Technology (ICT) will continue to advance critical initiatives including the ICT Strategic Plan, Cybersecurity, IT Asset Management, Innovation District in collaboration with external stakeholders and universities, Agile Value Delivery and Digital Service Delivery with a focus on User Centric Design to drive exceptional service delivery to customers by improving our people, processes and technology.

DIVERSITY & INCLUSION

Finance, Asset Management & ICT Diverse and Inclusive Environment

To advance diversity and foster innovation in our environment, the business unit will continue to certify all hiring managers under the "Hiring Managers Certification Program". In addition, focus will continue executing deliverables identified in the business unit's Diversity and Inclusion Framework.

FINANCE, ASSET MANAGEMENT & ICT BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service Delivery			
Service to our People	Cyber Security	920,000	880,000
	ICT Infrastructure Recap	950,000	222,500
	Application Recapitalization	300,000	15,000
	ICT Business Tools	70,000	150,000
	IT Service Management	300,000	78,000
	Business Intelligence Program	50,000	280,000
	Web Transformation	250,000	180,000
	Corporate Scheduling	1,220,000	262,500
	CRM Software Replacement	450,000	125,000
	Enterprise Content & Records Management	500,000	180,000

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service to our Business	Revenue & Financial Accounting Management Solution	3,301,000	1,329,000
	Procurement Transformation	1,567,000	
	Fleet SAP Interface Upgrades	595,000	
	Finance Optimization	135,000	

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Admin - Finance	\$ 862,678	\$ 947,500	\$ 1,073,000	\$ 852,100	\$ (95,400)	(10.1)
Corporate Planning	373,002	388,700	422,400	485,700	97,000	25.0
Procurement	4,463,571	4,797,200	4,557,818	4,696,600	(100,600)	(2.1)
Fiscal Policy & Financial Planning	1,504,140	1,477,900	1,162,900	1,024,400	(453,500)	(30.7)
Revenue	(815,005)	(836,700)	(770,700)	(1,055,000)	(218,300)	26.1
Financial Reporting	3,858,255	4,175,500	3,936,400	4,237,300	61,800	1.5
Information Technology	20,360,511	24,412,200	23,540,217	25,197,400	785,200	3.2
Asset Management	564,631	616,300	836,000	1,214,200	597,900	97.0
Corporate Real Estate	4,417,956	4,248,400	4,017,200	3,173,300	(1,075,100)	(25.3)
Net Total	\$ 35,589,740	\$ 40,227,000	\$ 38,775,235	\$ 39,826,000	\$ (401,000)	(1.0)

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 40,227,000
Compensation Changes:	
New Positions/salary adjustments (includes 7 net new FTE)	377,000
Revenue Adjustments:	
Increase in parking and lease revenue for Alderney transferred from Corporate & Customer Services	(1,032,000)
Increase in parking revenue for MetroPark	(300,000)
Increase in tax certificate revenue	(280,000)
Other revenue adjustments (lease revenue, external recoveries, minor adjustments)	(95,100)
Other Budget Adjustments:	
Increase in computer software and license costs	781,400
Increase in computer and communications equipment	204,000
Increase in facility leasing costs (facility rentals, transfers)	183,100
Other minor adjustments	(10,200)
Savings in membership dues (MBN Canada)	(50,800)
Savings in external services (consulting fees, contract services)	(72,900)
Savings in printing costs	(105,500)
Total Change	\$ (401,000)
2020/21 Budget	\$ 39,826,000

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 24,128,735	\$ 27,181,400	\$ 25,925,451	\$ 27,558,400	\$ 377,000	1.4
Office	5,929,598	6,341,600	6,326,722	6,987,200	645,600	10.2
External Services	3,999,762	5,551,000	5,491,969	5,478,100	(72,900)	(1.3)
Supplies	7,566	15,000	16,126	15,000	-	-
Materials	30,232	15,000	17,300	15,000	-	-
Building Costs	780,492	898,900	875,600	876,100	(22,800)	(2.5)
Equipment & Communications	2,284,816	2,151,500	2,514,307	2,355,500	204,000	9.5
Vehicle Expense	918	-	100	-	-	-
Other Goods & Services	5,013,593	5,522,000	5,447,495	5,522,900	900	-
Interdepartmental	(370,552)	(359,700)	(360,490)	(310,000)	49,700	(13.8)
Other Fiscal	1,308,929	466,200	672,100	590,800	124,600	26.7
Total Expenditures	43,114,091	47,782,900	46,926,680	49,089,000	1,306,100	2.7

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	(6,969,337)	(6,996,400)	(7,285,700)	(8,324,900)	(1,328,500)	19.0
Other Revenue	\$ (555,014)	\$ (559,500)	\$ (865,745)	\$ (938,100)	\$ (378,600)	67.7
Total Revenues	(7,524,351)	(7,555,900)	(8,151,445)	(9,263,000)	(1,707,100)	22.6
Net Total	\$ 35,589,740	\$ 40,227,000	\$ 38,775,235	\$ 39,826,000	\$ (401,000)	(1.0)

FINANCE, ASSET MANAGEMENT & ICT SERVICE AREA PLANS (2020/21)

FINANCIAL POLICY AND PLANNING

Financial Policy and Planning develops and refines tax and fiscal policies related to HRM's fiscal management, debt policy and commercial tax, manages the operating and reserve budget processes and provides financial advice and analysis to ensure long-term fiscal sustainability.

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Budget Coordination

Development of the annual Operating and Reserve budgets for the Municipality to ensure the fiscal sustainability of the municipality.

Financial Stewardship

Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of best practice tools and methods.

Tax and Fiscal Policy Development

The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term.

SOCIAL DEVELOPMENT - SOCIAL INFRASTRUCTURE

Grants and Contributions Program Support

Provision of leadership and support in the policy and program delivery regarding grants.

FINANCIAL POLICY AND PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<p align="center">Economic Development - Promote and Maximize Growth</p>
<p>Prepare for Commercial Tax Averaging for 2021/22 (Target: March 31, 2022)</p> <p>In support of allowing commercial properties time to adjust to assessment increases, the municipality is designing and implementing commercial tax averaging for the 2021/22 fiscal year.</p>
<p align="center">Financial Stewardship – Multi-year Business and Budget Plans</p>
<p>Long-term Financial Planning (Target: March 31, 2021)</p> <p>To support long-term sustainable and resilient financial planning, Financial Policy and Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.</p>

2020/21 Deliverables with Estimated Completion

Financial Stewardship-Financial Position

Reserve Review (Target: September 30, 2021)

Finalize the Reserve Review Project and align with capital funding framework.

ACCOUNTING & FINANCIAL REPORTING

Accounting and Financial Reporting is committed to supporting Regional Council and administrative priorities through leadership of financial stewardship activities and providing services and advice to internal customers, Regional Council, and residents of the municipality.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Accounts Payable Payment Processing

This service is responsible for the accurate and timely processing and payment of HRM invoices.

Accounting Controls and Reporting

This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

Revenue and Expenditure Reporting and Analysis

This service provides oversight of accounting functions and maintains effective internal controls.

Regional Council Report Review & Support

Provide support and financial review to the Regional Council report process.

Service Delivery

Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

Payroll Services

Provide payroll administration services to HRM and Agencies, Boards, and Commissions

Financial Advisory Services

The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues

SERVICE DELIVERY MEASURES

Financial Reporting Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Operating Cost per Payroll Direct Deposit or Cheque	\$3.31	\$3.60	\$3.17	\$3.30	\$4.84
Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services	240	265	268	271	244
Accounts Payable Operating Cost per Invoice Processed	\$7.37	\$7.39	\$7.34	\$7.32	\$6.93
Number of Invoices Processed per Accounts Payable FTE	9,502	9,923	10,042	10,148	13,614

* *Municipal Benchmarking Network Canada*

OPERATING COST PER PAYROLL DIRECT DEPOSIT OR CHEQUE

Projected costs decrease in 2019/20 due to a reduction in the number of staff.

TOTAL NUMBER OF INVOICES PROCESSED PER \$1,000,000 OF MUNICIPAL PURCHASES (OPERATING AND CAPITAL) FOR GOODS AND SERVICES

Projecting a slight increase in the number of invoices processed for 2019/20.

ACCOUNTS PAYABLE OPERATING COST PER INVOICE PROCESSED

Projecting a reduction in costs related to vacancies and an increase in the number of invoices processed in 2019/20.

ACCOUNTING & FINANCIAL REPORTING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
<p>SAP/Hana - Review Processes and Reports (Target: March 31, 2021)</p> <p>Financial Policy & Planning will review processes, procedures and reports to determine (1) what can be improved in the short-term and integrated into SAP/Hana; (2) what management reports, processes, procedures and training will be required for SAP/Hana (implementation and ongoing use).</p>

2020/21 Deliverables with Estimated Completion

Service Improvements - Financial Reporting (Target: March 31, 2021)

To support performance excellence throughout the organization, Financial Reporting will work with business units to quantify project impacts. This will provide a better sense of the quantitative benefits of performance excellence projects.

Budget Process Service Excellence Project (Target: March 31, 2021)

The Budget Process Service Excellence Project is a combination of the previous three OPE projects which included 1) budget process, 2) wage model and 3) projections. In partnership with the OPE office these three facets of the budget process will be reviewed to learn more about our businesses' needs and those of the Finance team. This work will improve these core financial services while positioning the team as a true strategic partner.

REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Cash Management

This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

Transit and Parking Meter Revenue Processing

This service is responsible for processing, depositing, and safeguarding HRM's coin revenue.

Collections

This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

General Revenue

This service is responsible for the billing and administration of all non-property tax revenues.

Taxation Services

This service is responsible for the billing and administration of property tax revenues.

Treasury Services

This service has responsibility to make investments in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee. The Investment Policy guides Treasury Services to make investments that produce a competitive rate of return while

keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards HRM's treasury assets.

SERVICE DELIVERY MEASURES

Taxation Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.1%	1.1%	1.1%	1.0%	1.2%
Current Year's Tax Arrears as a Percent of Current Year Levy	3.0%	2.5%	3.0%	3.0%	2.3%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$14.63	\$16.15	\$14.65	\$14.60	\$13.04

* Municipal Benchmarking Network Canada

General Revenue Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Percent of Billings Outstanding Over 90 Days at Year End	1.0%	13%	2.0%	2.0%	9.7%
Bad Debt Write Off as a Percent of Billed Revenue	0.2%	0.2%	0.2%	0.2%	0.1%
Operating Cost of Accounts Receivable Function per Invoice	\$24.71	\$28.87	\$24.75	\$24.75	\$27.42
Average Collection Period (Days)	13	6	15	15	44
% of Resident Inquiries Completed Within 2 Business Days	98.4%	98.0%	98.0%	98%	NA

* Municipal Benchmarking Network Canada

PERCENT OF BILLINGS OUTSTANDING OVER 90 DAYS AT YEAR END

\$961,617 owing from Department of Municipal Affairs at year end for cost sharing claim, increased receivables owing over 90 days to 1,209,461 from 208,310 the previous year.

AVERAGE COLLECTION DAYS

The 2018/19 result is impacted by a 6.5 million dollar receivable outstanding from April-August, which inflated the average outstanding receivable.

GENERAL

Measures are expected to remain constant for 2020/21 and the foreseeable future with the exception of the cost to maintain tax accounts and operating costs of accounts receivable, which are expected to decrease with the migration to a new tax system.

REVENUE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Financial Stewardship – Financial Position
Revenue Replacement Project (Target: March 31, 2021) Pending completion of foundational technology upgrades, Revenue will replace the obsolete revenue management system with a new solution that will allow for enhanced customer self-service opportunities and new revenue streams.

CORPORATE PLANNING

Corporate Planning supports Regional Council and administrative priorities by assisting business units in strategic planning; business planning; performance reporting, and benchmarking; outcome and accountability reporting; and risk management.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Strategic and Business Planning

This service provides guidance and support to business units in their strategic and operational planning and decision-making, ensuring that these processes are integrated with HRM's budgeting processes.

Enterprise Risk Management

This service is responsible for the development of governance of the Enterprise Risk Management framework and associated processes. The business unit is responsible for ensuring that risks are appropriately identified through the business planning process then, evaluated, and managed by the responsible business unit.

Public Engagement

Citizen Survey-This service involves the solicitation of public opinion on community priorities as well as the services provided by the municipality.

SERVICE EXCELLENCE - SERVICE IMPROVEMENTS

Performance Measurement

This service provides methods and tools that allow for the coordinated, focussed, and objective reporting on service performance, priority outcomes, and business plan accountability for the organization.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Operational Risk Registers - % of Business Units Managing Operational Risks through Corporate Practices	-	-	100%	80%

CORPORATE PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<p align="center">Governance and Engagement - Fiscal Responsibility</p>
<p>Risk Management - Business Partners (under management agreements) (Target: March 31, 2021)</p> <p>To support the goal of anticipating, mitigating and managing organizational risk, Corporate Planning will work with business units to extend enterprise risk management practice to facilities under management agreement.</p>
<p align="center">Financial Stewardship – Strategic, Multi-year Business and Budget Plans</p>
<p>Corporate Service Catalogue Review and Update (Target Date: March 31, 2021)</p> <p>To advance strategic, multi-year business plans and budgets that are equitable and sustainable, the Corporate Planning Office will develop a project charter and lead the review and updating of the corporate service catalogue including alignment of services with community outcomes.</p>
<p align="center">Service Excellence - Performance Excellence</p>
<p>Corporate Performance Management Solution - Phase 2 (Target: March 31, 2021)</p> <p>Supported by the Information Technology division, the Corporate Planning Office will establish a business intelligence solution for reporting on available corporate key performance indicators.</p>

PROCUREMENT

Procurement coordinates the acquisition of goods, services, coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Inventory Management

Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus HRM assets, excluding real estate.

Purchasing

In consultation with client business units, this service is responsible for the administration of the procurement policy for the purchase over \$1,000. They also monitor current trends on procurement practice and potential for HRM policy amendments. They work with industry to identify possible barriers to doing business with HRM.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
% of inventory on contract	49.5%	54.8%	58%	60%	NA
Percent of Goods and Services Purchased (Operating and Capital) Through a Centralized Procurement Process	71.7%	82.4%	83%	84%	51.5%
Operating Costs for Centralized Purchasing per \$1,000 Municipal Purchases (Operating and Capital) for Goods and Services Through a Procurement Process	\$5.27	\$5.26	\$5.20	\$5.15	\$5.87

* Municipal Benchmarking Network Canada

% OF INVENTORY ON CONTRACT

% of inventory: The improved methodology shows more accurate numbers and there is no MBNC measure for this KPI as it is an HRM KPI

% OF GOODS AND SERVICES PURCHASED

HRM increased by 10.7% (71.7% to 82.4%) while MBNC Canada Median decreased by 13.5% (65% to 51.5%)

OPERATING COSTS FOR CENTRALIZED PURCHASING

HRM decreased by 0.2% (\$5.27 to \$5.26) while MBNC Canada Median increased by 10.8% (\$5.30 to \$5.87)

PROCUREMENT KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Phase 2: Response to Auditor General's Audit of Procurement (Target: March 31, 2021)</p> <p>Phase 2 in 2020/21 will consist of providing data to the Auditor General's staff as they reaudit Procurement post 2018 audit report, and evaluating the actions taken to address the recommendations contained in their report.</p>
<p>Phase 2: Response to Auditor General's Audit of Procurement Cards (Target: March 31, 2022)</p> <p>Phase 2 in 2021/22 will consist of providing data to the Auditor General's staff as they reaudit Pcards post the 2019 audit report, and evaluating the actions taken to address the recommendations contained in their report.</p>
Service Excellence - Inclusive Community Engagement
<p>Procurement using Social Policy Lens (Target: March 31, 2022)</p> <p>Working with GREA to ensure societal concerns are considered in decisions, Procurement will incorporate a social policy lens in the public procurement process.</p>
Service Excellence - Performance Excellence
<p>Procurement Redesign (Target: March 31, 2022)</p> <p>Procurement will design and implement an enhanced service delivery model with the goal of becoming a strategic business partner with HRM's business units in the procurement of goods and services. The model will improve customer service with internal and external clients, shorten the time to market and award with vendors, use strategic buying practices, and make better use of taxpayers' dollars. Implementation of the new service delivery model will occur in 2021/22.</p>
<p>SAP Release Strategy (Target: March 31, 2022)</p> <p>Release Strategy will be part of the implementation of S4 Hanna and reflect award levels as outlined in the Procurement policy.</p>
Financial Stewardship – Financial Position
<p>Amendments to Procurement Policy (Target: March 31, 2021)</p> <p>Working with the business units and vendor community, Procurement will identify the required amendments to the Procurement policy and seek approval of Regional Council once complete.</p>

CORPORATE REAL ESTATE

Corporate Real Estate is committed to supporting Regional Council priorities through real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

Services Delivered

ECONOMIC DEVELOPMENT – SUPPLY OF INDUSTRIAL, COMMERCIAL, AND INSTITUTIONAL LANDS

Industrial Park Development

This service is responsible for strategic planning and program delivery of industrial park inventory and the sale of the building lot inventory to the private sector for industrial/commercial development.

FINANCIAL RESPONSIBILITY – RESPONSIBILITY FOR RESOURCES

Acquisition and Disposal

This service is responsible for property acquisition and disposal for municipal purposes.

Leasing and Tenant Services

This service is responsible for acquiring leased properties to meet clients' requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and accommodation and portfolio management services.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Property Acquisitions	\$5.15M	\$4.4M	\$10.5M	\$4.0M
Property Disposals	\$3.1M	\$3.7M	\$40M	\$27M
Industrial Park Sales Acres	17.69 acres	36.9 acres	46 acres	30 acres
Industrial Park Sales (Gross Revenue)	\$5.1M	\$9.03M	\$12.3M	\$8.2M

PROPERTY ACQUISITIONS

Land acquisition for 2019/20 included major acquisitions of parkland and property for a new fire station. Planned acquisition work for 2020/21 will include Integrated Mobility Plan (IMP) corridors and parkland acquisitions.

PROPERTY DISPOSALS

Property disposals for 2019/20 was anchored by the sale of 6067 Quinpool Road. Additional strategic disposals for 2020/21 are planned and will contribute to ~\$27M in 2020/21.

INDUSTRIAL LANDS

Industrial demand remained strong in 2019/20 and there will be a tightening of supply for 2020/21 as we await the Highway 107 extension and completion of access to Burnside Phase 13.

CORPORATE REAL ESTATE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Economic Development – Supply of Industrial, Commercial and Institutional Lands
<p>Supply of Industrial Lands - Aerotech Zoning (Target: March 31, 2022)</p> <p>This deliverable is carried over from 2019/20 with HRM Planning and Development indicating that due to resourcing this re-zoning would need to be deferred and achieved through the 2019 Regional Plan Process.</p> <p>Key activities and Initiatives for 2021/22 will include:</p> <ul style="list-style-type: none"> • Corporate Real Estate communicating and coordinating the requirements for Aerotech's land-use bylaws through Planning and Development for inclusion in the Regional Plan.
<p>Supply of Industrial Lands - Ragged Lake Secondary Planning (Target: March 31, 2021)</p> <p>As directed by Regional Council in 2018, Corporate Real Estate will complete necessary background reports on Ragged Lake expansion and request Planning & Development to introduce an initiation report to Regional Council for the secondary planning process for Ragged Lake.</p> <p>Key activities and initiatives for 2020/21 will include:</p> <ul style="list-style-type: none"> • Continuing to coordinate with Planning & Development to determine background study requirements; • Procuring consulting services for completion of background studies once the requirements are determined; and • Advancing a recommendation report to Regional Council once the required background studies have been completed.
Governance and Engagement - Fiscal Responsibility

2020/21 Deliverables with Estimated Completion

Corporate Accommodations Plan Implementation - Year 2 & 3 (Target: March 31, 2021)

The Corporate Accommodations Plan will reduce the size of the leased portfolio to achieve savings, provide modern healthy work environment, provide consistent standard for both space and work stations, creating efficiencies by reducing and reconfiguring of space. 20/21 deliverables include:

- Halifax Regional Fire & Emergency Admin and Prevention and Alderney Gate 5th Floor;
- Completion of projects from 19/20 - Alderney Gate 6th Floor and 7 Mellor Refresh; and
- Duke Lease Space - relocation and renovation.

Service Excellence - Performance Excellence

Real Estate Service Improvement Initiative (Target: March 31, 2021)

Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands.

- Introduce SLAs for balance of major client BU's.
- Web content review and updates for Corporate Real Estate; and
- Develop and Introduce Strategic Land Acquisition Planning Tool for Operational Business Units.

ASSET MANAGEMENT OFFICE

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels; coordination and oversight of the multi-year Capital budget, projections and accounting.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Asset Management Governance Support

This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

SERVICE EXCELLENCE – SERVICE IMPROVEMENTS

Performance Reporting and Continuous Improvement Support

This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

FINANCIAL RESPONSIBILITY – FINANCIAL IMPACT

HRM Asset Portfolio and Capital Budget Coordination

This service supports capital budget submissions and coordinates with external funding programs to support asset management requirements.

SERVICE EXCELLENCE – SERVICE DELIVERY

Asset Management Process, Tools, and Training

The service provides expertise, technology, and training that enhance business units' ability perform effective asset management.

ASSET MANAGEMENT OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Financial Stewardship – Strategic, Multi-year Business and Budget Plans
<p>Capital Accounting Policy (Target: March 31, 2021)</p> <p>Current capital accounting policy and practices will be reviewed and updated to integrate asset management methodology to align with broader organizational enterprise asset management goals.</p>
Financial Stewardship – Financial Position
<p>Asset Management Plans (Target: March 31, 2021)</p> <p>In effort to transition asset lifecycle management to a more proactive, reliable, and sustainable state, the Asset Management Office will work towards establishing a corporate Asset Management Policy and develop Asset Management Plans for each major asset class. This will serve as a basis for long-term and short-term asset maintenance plans as well as a State of Infrastructure corporate report.</p>

INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT)

ICT will focus on improved and external processes and tools to support business units in their service delivery, including proactive solutions, security, and infrastructure monitoring.

Information, Communication, and Technology is committed to providing customer service and technology expertise in support of Regional Council and administrative priorities. ICT is engaging HRM Executive to align corporate vision with technology architecture to drive the continued development of an HRM that is a digital service delivery organization.

ICT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, and refinement of foundational business systems to drive business process improvements.

Services Delivered

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Service Desk - Break/Fix and Service Request Management

Service requests are filtered through the service request system or the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

Data Management and Analytics

This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

Personal Computing Services

This service provides mobile and personal computing technology.

Telecommunications Services

This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

ICT Business Applications Management

This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of HRM business units.

ICT Infrastructure Management

This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance.

Enable New and Enhanced Business Solutions

This service facilitates ICT customers' business success through the introduction of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing HRM investments.

Cybersecurity

The Cybersecurity Program protects HRM's networks, devices, programs, and data from attack, damage, or unauthorized access.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median ⁽¹⁾ 2018
ICT Service Desk – Inbound Contact Volume ⁽²⁾	27,673	28,231	28,600	31,500	NA
ICT-Service Desk – Customer Satisfaction ⁽³⁾	93%	97%	97%	97%	NA
Number of Visitor Sessions to Municipal Website per Capita ⁽⁴⁾	8.9	9.6	10.9	10.6	11.0
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE)	0.97	1.0	0.97	0.97	1.00

(1) Municipal Benchmarking Network Canada- Note that the Median is an average of the supplied information from each municipality and does not represent a desired benchmark for HRM's optimal performance.

(2) Measures call volume, not performance. Over the next year, ICT will be developing more meaningful measures.

(3) Satisfaction rate reflects a 1-3% response rate from service desk surveys. Improved feedback methods are being investigated.

INBOUND CONTACT VOLUME

Expected increase in call volume due to historical trending. Net new solutions and increased users are driving additional support contracts. Examples expected for 2020/21 – Parking Technology Solution, Permitting, Licensing & Compliance Solution and MS Office 365.

CUSTOMER SATISFACTION

Expecting to maintain customer satisfaction by proactive Project Management, effective and timely issue escalation and resolution and improving internal processes/tools (e.g. ServiceNow workflows, efficient workflow of tickets to appropriate groups). Also increase in business unit touchpoints to review issues and action accordingly – overall continual service improvement.

WEBSITE VISITOR SESSIONS

Expected increase in website visitor sessions based on historical trending. Fiscal 2020-21 is projected to continue the upward trend due to some key events that will generate much interest in Halifax.ca. The events that will drive the increased visitor sessions will be Cogswell interchange project, North American Indigenous Games, the 2020 Fall Municipal Full Election, the implementation of the Parking Technology Solution, and the implementation of the 1st phase of the Permitting, Licensing & Compliance Solution.

Note that to correct a calculation error, the number sessions for 2017/18 has been restated.

INFORMATION, COMMUNICATION & TECHNOLOGY (ICT) KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
<p>Human Resources and Finance Business Transformation Program (Target: March 31, 2022)</p> <p>Administrative services Human Resources and the Finance, Asset Management & ICT business units have indirect impacts on overall citizen service delivery such as:</p> <ul style="list-style-type: none"> • Ensuring the organization has skilled resources through hiring and training to provide excellent service delivery to citizens. • The ability to calculate, collect and account for such revenue as property taxes, parking, permits and licensing, and recreation. • The ability for the organization to work with business units and the vendor community to procure the necessary goods and services required to operate service delivery for citizens. <p>Over the next two years, Information, Communication & Technology will collaborate to improve business process, user experience, and technology integration for Human Resources and the Finance, Asset Management & ICT business units including:</p> <ul style="list-style-type: none"> • Employee Central, Recruitment, and Onboarding (2020/21); • Learning Management System (2021/22); and • Revenue Management, Finance, and Procurement (2021/22).
<p>Customer Relationship Management (Target: March 31, 2023)</p> <p>To provide citizens and businesses with easy access to answers and services they need, when, where and how they choose, HRM will implement a new Customer Relationship Management solution, providing users with an innovative single point of entry experience. Work includes:</p> <ul style="list-style-type: none"> • Complete data model for customer master data across all Business units and solutions. (2020/21); • Develop governance model. (2020/21); • Complete RFP for Service Provider (2020/21); • Customer Identity and Access Management solution (2021/22); and • Preparation Phase Implementation (2022/23).
Service Excellence – Service to our people
<p>Digital Service Delivery (Target: March 31, 2021)</p> <p>Service delivery is a key focus for HRM and this includes digital service delivery through the website, applications and other digital interfaces. Over the next year, Information, Communication & Technology will focus on developing the strategy for digital services to plan better integrations and improved user experience.</p>
Governance and Engagement – Fiscal Responsibility

2020/21 Deliverables with Estimated Completion

Information Technology Asset Management (Target: March 31, 2021)

Information Technology assets are pivotal to nearly every area of service delivery. Information, Communication & Technology will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.

Governance and Engagement - Municipal Governance

Cybersecurity Program (Target: March 31, 2022)

A Cybersecurity program is being designed and developed to protect HRM's networks, devices, programs, and data from attack, damage, or unauthorized access. This includes continual review of policies, procedures, and practices are aligned with best practice frameworks to address constantly evolving cyber threats.

Service Delivery - Innovation

Service Innovation and Transformation (Target: March 31, 2022)

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies - our customers. Innovation and Transformation efforts include:

- Establishing strategy and innovation capacity within Information, Communication & Technology (June 2020)
- Develop a culture of innovation by utilizing the Innovation Outpost at Volta in cooperation with Greater Halifax Partnership. Establishing two proof of concept projects to address business needs and deliver in non-traditional ways (i.e. agile) (2020/2021)
- Collaboration with Universities (higher learning): Incorporates potential partnerships with higher learning, creation of at least two term student internships with a focus on innovative initiative delivery and partner with a higher learning organization on a business intelligence / analytical initiative. (2020/2021)
- Building an understanding of different delivery models and methods through showcasing key projects which demonstrate an innovative, timely and value driven method for solution delivery. (2020/21)
- Developing foundational processes and technology strategies to enhance delivery of services and proactively address business needs. (2021/22)

Service Excellence - Inclusive Community Engagement

2020/21 Deliverables with Estimated Completion

Technology Strategic Plan (Target: March 31, 2022)

HRM has 11 distinct business units with additional partners such as Halifax Water and Halifax Libraries, who all have individual business needs. The business needs must be balanced with foundational corporate solutions to support service delivery to customers through progressive and stable technology. Information, Communication & Technology will continue to collaborate with Executive Steering Committee and their business unit teams to further the advancement of the Technology Strategic Plan to drive exceptional service delivery to customers.

Work includes:

- Establishing a strategy and innovation capacity within Information, Communication & Technology (June 2020)
- Developing a strategic plan governance model (2020/21)
- Developing strategic planning processes (2021/22)
- Implementing the strategic plan governance model (2021/22)
- Implementing strategic planning processes (2021/22)

Finance, Asset Management & ICT

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
A810 Fiscal & Tax Policy	1,252,387	1,219,000	917,400	764,800	(454,200)	(37.3)
A811 Community Grants	251,753	258,900	245,500	259,600	700	0.3
** Fiscal Policy & Financial Plann	1,504,140	1,477,900	1,162,900	1,024,400	(453,500)	(30.7)
A301 Administration - Finance	798,698	797,500	836,100	700,200	(97,300)	(12.2)
A888 NAIG - FAM	-	-	60,400	-	-	-
I105 Cogswell Redev Cap S	-	-	-	1,900	1,900	-
M351 Managers Contingency	63,980	150,000	176,500	150,000	-	-
** Admin - Finance	862,678	947,500	1,073,000	852,100	(95,400)	(10.1)
A311 Revenue - Administration	237,000	327,200	325,200	338,200	11,000	3.4
A312 Coin Room	156,635	278,000	278,000	276,600	(1,400)	(0.5)
A313 Cash Management	398,521	419,500	419,500	426,200	6,700	1.6
A314 General Revenue	(495,833)	(404,800)	(419,800)	(399,600)	5,200	(1.3)
A316 Taxation	(1,507,557)	(1,582,900)	(1,558,800)	(1,867,400)	(284,500)	18.0
A325 Collections	206,822	67,000	125,900	111,700	44,700	66.7
A360 Parking Meters	189,406	59,300	59,300	59,300	-	-
** Revenue	(815,005)	(836,700)	(770,700)	(1,055,000)	(218,300)	26.1
A302 Corporate Planning	373,002	388,700	422,400	485,700	97,000	25.0
** Corporate Planning	373,002	388,700	422,400	485,700	97,000	25.0
A321 Accounting Administration	576,954	570,200	525,800	358,700	(211,500)	(37.1)
A322 Payment Processing	571,164	635,900	599,700	640,600	4,700	0.7
A323 Accounting Ctrls/Rpt	739,759	761,600	625,900	605,500	(156,100)	(20.5)
A324 Accounting Svce Del	<u>654,192</u>	<u>689,400</u>	<u>804,700</u>	<u>1,133,800</u>	<u>444,400</u>	<u>64.5</u>
* Accounting	2,542,068	2,657,100	2,556,100	2,738,600	81,500	3.1
A615 Payroll Ctrls & Rptg	341,501	488,000	407,900	407,000	(81,000)	(16.6)
A616 Payroll Service Delivery	711,318	708,100	737,100	776,500	68,400	9.7
A617 Payroll Processing	<u>263,368</u>	<u>322,300</u>	<u>235,300</u>	<u>315,200</u>	<u>(7,100)</u>	<u>(2.2)</u>
* Payroll	1,316,187	1,518,400	1,380,300	1,498,700	(19,700)	(1.3)
** Accounting and Payroll	3,858,255	4,175,500	3,936,400	4,237,300	61,800	1.5
A331 General Purchasing	872,081	773,200	855,018	789,200	16,000	2.1
A332 Inventory Management	344,388	407,600	154,700	405,200	(2,400)	(0.6)
A333 BTC Inventory	553,868	613,500	605,400	509,200	(104,300)	(17.0)
A334 Corp Fleet & Gen Inv	508,600	537,700	541,100	544,600	6,900	1.3
A335 Procurement PSRs	603,762	616,600	637,900	681,700	65,100	10.6
A336 Procurement Staff	589,012	676,800	625,800	683,300	6,500	1.0
A337 Disp.of Surplus Equi	1,038	-	-	-	-	-
A338 RLT Inventory	362,467	520,800	481,400	428,000	(92,800)	(17.8)
A339 Inventory Administration	628,356	651,000	656,500	655,400	4,400	0.7
** Procurement	4,463,571	4,797,200	4,557,818	4,696,600	(100,600)	(2.1)
A721 Chief Info Office	<u>936,489</u>	<u>900,700</u>	<u>1,053,363</u>	<u>1,002,000</u>	<u>101,300</u>	<u>11.2</u>
* Chief Information Office	936,489	900,700	1,053,363	1,002,000	101,300	11.2
A410 Digital Services	1,323,818	778,000	1,094,100	1,174,200	396,200	50.9
A642 Portfolio Management	234,646	-	-	-	-	-
A645 Strategic Plan/Deliv	(850)	485,500	452,050	545,900	60,400	12.4
A724 Enterprise Architect	550,886	875,400	581,036	604,400	(271,000)	(31.0)
A734 ICT Proj Mgmt (PMO)	993,315	1,547,900	1,012,670	935,300	(612,600)	(39.6)
A736 ICT Business Analysis	-	-	316,520	309,400	309,400	-
A747 ICT Innovation & Quality	-	-	<u>20,500</u>	<u>289,800</u>	<u>289,800</u>	-
* Strategic Planning & Delivery	3,101,816	3,686,800	3,476,876	3,859,000	172,200	4.7
A421 ICT Corporate Services	3,514,061	3,767,000	3,863,819	3,771,400	4,400	0.1
A723 ITSM-Info Tech Sys	748	-	-	-	-	-
A732 Business App Mgt	6,763,115	6,226,800	5,006,801	5,133,200	(1,093,600)	(17.6)
A741 Svc Mgt & Ops Admin	9,942	486,000	494,100	483,800	(2,200)	(0.5)
A742 Technology Infrastructure	2,393,677	2,967,300	2,072,800	4,659,500	1,692,200	57.0
A743 ICT Asset Management	3,640,662	4,186,800	3,250,087	1,225,900	(2,960,900)	(70.7)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
A744 ICT Corporate Solutions	-	960,900	1,087,100	1,185,000	224,100	23.3
A745 Tech Systems Admin	-	-	766,600	859,000	859,000	-
A746 ICT GIS	-	949,700	1,225,405	1,447,700	498,000	52.4
A749 ICT Service Support	-	-	861,466	928,700	928,700	-
* Service Management & Operations	16,322,206	19,544,500	18,628,178	19,694,200	149,700	0.8
A726 ICT Digital Security	-	280,200	381,800	642,200	362,000	129.2
* Digital Security	-	280,200	381,800	642,200	362,000	129.2
** Information Technology	20,360,511	24,412,200	23,540,217	25,197,400	785,200	3.2
W701 Asset Management	564,631	616,300	836,000	1,214,200	597,900	97.0
** Asset Management	564,631	616,300	836,000	1,214,200	597,900	97.0
M555 Parkade	-	(425,000)	(425,000)	(700,000)	(275,000)	64.7
W100 Real Est & Mgt Admin	1,123,263	595,800	581,100	606,200	10,400	1.7
W202 Commercial Leasing	2,901,883	3,724,900	3,479,950	3,114,000	(610,900)	(16.4)
W400 Acquisitions & Disposals	253,224	235,000	190,050	236,000	1,000	0.4
W500 Business Parks	77,854	67,700	91,100	(132,900)	(200,600)	(296.3)
W955 Corporate Accommodations	61,732	50,000	100,000	50,000	-	-
** Corporate Real Estate	4,417,956	4,248,400	4,017,200	3,173,300	(1,075,100)	(25.3)
Net Total	35,589,740	40,227,000	38,775,235	39,826,000	(401,000)	(1.0)

Finance, Asset Management & ICT

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6001 Salaries - Regular	20,479,128	21,742,300	21,560,000	22,642,000	899,700	4.1
6002 Salaries - Overtime	465,029	434,200	490,895	465,800	31,600	7.3
6005 PDP & Union Con Incr	(575,063)	-	(139,037)	-	-	-
6051 Shift Agreements	2,289	2,200	2,200	2,200	-	-
6054 Vacation payout	29,862	-	6,293	-	-	-
6099 Other Allowances	1,908	-	-	-	-	-
6100 Benefits - Salaries	4,104,313	4,422,600	4,350,100	4,348,800	(73,800)	(1.7)
6110 Vacancy Management	-	(525,100)	(8,000)	(772,500)	(247,400)	47.1
6120 Comp OCC Budget Yr 1	-	526,000	-	337,000	(189,000)	(35.9)
6150 Honorariums	-	1,000	1,000	1,000	-	-
6152 Retirement Incentives	140,727	156,500	155,200	150,200	(6,300)	(4.0)
6154 Workers' Compensation	388,159	415,600	413,600	377,800	(37,800)	(9.1)
6155 Overtime Meals	1,265	2,000	1,600	2,000	-	-
6156 Clothing Allowance	2,476	4,100	4,100	4,100	-	-
6199 Comp & Ben InterDept	(509,792)	-	(144,300)	-	-	-
9200 HR CATS Wage/Ben	(402,043)	-	(768,200)	-	-	-
9210 HR CATS OT Wage/Ben	477	-	-	-	-	-
* Compensation and Benefits	24,128,735	27,181,400	25,925,451	27,558,400	377,000	1.4
6201 Telephone/Cable	1,229,290	1,355,000	1,369,988	1,327,100	(27,900)	(2.1)
6202 Courier/Postage	35,665	39,700	44,500	39,700	-	-
6203 Office Furn/Equip	26,183	34,600	39,751	35,200	600	1.7
6204 Computer S/W & Lic	3,951,337	4,156,900	4,317,483	4,938,300	781,400	18.8
6205 Printing & Reprod	616,583	687,200	495,500	581,700	(105,500)	(15.4)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6207 Office Supplies	66,919	63,100	54,000	60,100	(3,000)	(4.8)
6299 Other Office Expenses	3,623	5,100	5,500	5,100	-	-
* Office	5,929,598	6,341,600	6,326,722	6,987,200	645,600	10.2
6301 Professional Fees	285,509	240,300	256,900	245,300	5,000	2.1
6303 Consulting Fees	96,803	220,000	136,000	233,000	13,000	5.9
6304 Janitorial Services	10,001	10,000	10,000	11,200	1,200	12.0
6305 Property Appraisal	57,080	86,000	41,000	86,000	-	-
6306 Property Survey	39,574	49,500	49,500	54,500	5,000	10.1
6310 Outside Personnel	133,747	-	-	126,000	126,000	-
6311 Security	1,791	2,000	8,500	1,800	(200)	(10.0)
6312 Refuse Collection	316	500	500	500	-	-
6316 Real Property Disb	6,535	6,000	6,000	6,000	-	-
6399 Contract Services	3,368,405	4,936,700	4,983,569	4,713,800	(222,900)	(4.5)
* External Services	3,999,762	5,551,000	5,491,969	5,478,100	(72,900)	(1.3)
6401 Uniforms & Clothing	5,199	12,000	12,126	12,000	-	-
6402 Med & First Aid Supp	91	100	100	100	-	-
6404 Rec Prog Supplies	50	-	-	-	-	-
6406 Bridge Tolls	198	300	300	300	-	-
6407 Clean/Sani Supplies	424	1,000	1,100	1,000	-	-
6409 Personal Protect Equ	1,577	1,600	2,500	1,600	-	-
6499 Other Supplies	26	-	-	-	-	-
* Supplies	7,566	15,000	16,126	15,000	-	-
6504 Hardware	4,226	15,000	15,000	15,000	-	-
6511 Salt	646	-	-	-	-	-
6599 Other Materials	25,361	-	2,300	-	-	-
* Materials	30,232	15,000	17,300	15,000	-	-
6602 Electrical	3,458	4,000	2,000	4,100	100	2.5
6605 Municipal Taxes	607,650	717,000	697,700	698,600	(18,400)	(2.6)
6606 Heating Fuel	3,588	3,000	3,000	3,100	100	3.3
6607 Electricity	126,362	137,400	137,400	133,400	(4,000)	(2.9)
6608 Water	14	2,500	2,500	2,600	100	4.0
6611 Building - Interior	18,418	15,000	11,500	15,000	-	-
6612 Safety Systems	2,446	1,000	2,500	1,000	-	-
6613 Overhead Doors	-	2,000	2,000	1,000	(1,000)	(50.0)
6616 Natural Gas-Buildings	15,467	15,000	15,000	15,300	300	2.0
6617 Pest Management	2,904	2,000	2,000	2,000	-	-
6690 Building OCC Transfer	54	-	-	-	-	-
6699 Other Building Cost	132	-	-	-	-	-
* Building Costs	780,492	898,900	875,600	876,100	(22,800)	(2.5)
6701 Equipment Purchase	24,859	5,500	5,500	5,500	-	-
6702 Small Tools	1,037	1,300	1,300	1,300	-	-
6703 Computer Equip/Rent	1,284,910	1,320,000	1,670,325	1,458,000	138,000	10.5
6704 Equipment Rental	42,535	40,000	40,000	40,000	-	-
6705 Equip - R&M	43,428	12,600	13,082	12,600	-	-
6706 Computer R&M	508,541	398,100	410,100	424,500	26,400	6.6
6707 Plumbing & Heating	5,589	3,000	3,000	3,000	-	-
6708 Mechanical Equipment	878	1,000	1,000	1,000	-	-
6711 Communication System	373,040	370,000	370,000	409,600	39,600	10.7
* Equipment & Communications	2,284,816	2,151,500	2,514,307	2,355,500	204,000	9.5
6802 Vehicle R&M	910	-	100	-	-	-
6811 Shop Supplies	8	-	-	-	-	-
* Vehicle Expense	918	-	100	-	-	-
6901 Membership Dues	347,873	345,000	404,250	294,200	(50,800)	(14.7)
6902 Conferences/Workshop	35,679	67,900	64,305	68,400	500	0.7
6903 Travel - Local	65,132	73,900	71,800	76,000	2,100	2.8

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6904 Travel - Out of Town	38,080	81,400	58,000	81,400	-	-
6905 Training & Education	155,494	205,300	201,950	197,300	(8,000)	(3.9)
6906 Licenses & Agreements	905	800	400	-	(800)	(100.0)
6908 Medical Examinations	40	-	-	-	-	-
6909 Cost of Sales	370,763	475,000	475,000	475,000	-	-
6910 Signage	1,912	25,000	18,000	25,000	-	-
6911 Facilities Rental	3,545,104	3,811,100	3,712,900	3,869,600	58,500	1.5
6912 Advertising/Promotio	53,070	52,900	46,700	52,700	(200)	(0.4)
6913 Awards	532	4,100	3,950	4,100	-	-
6914 Recruiting	29,722	-	-	-	-	-
6915 Research Data Acquis	-	-	-	100	100	-
6917 Books and Periodicals	972	3,200	3,200	2,500	(700)	(21.9)
6918 Meals	12,685	7,600	8,900	7,600	-	-
6919 Special Projects	1,224	30,000	15,050	30,000	-	-
6933 Community Events	-	1,700	22,000	1,700	-	-
6936 Staff Relations	16,867	-	-	-	-	-
6938 Rewarding Excellence	3,301	36,100	39,540	36,300	200	0.6
6942 Management Fees	310,424	300,000	300,000	300,000	-	-
6999 Other Goods/Services	23,816	1,000	1,550	1,000	-	-
* Other Goods & Services	5,013,593	5,522,000	5,447,495	5,522,900	900	0.0
7008 ltnTrsf IT & Commun	-	-	(5,477)	-	-	-
7009 Internal Trfr Other	(268,923)	(295,000)	(288,618)	(295,000)	-	-
7010 IntTrfr Insur Funds	(9,052)	-	-	-	-	-
7011 Int Trf Record Check	-	-	100	-	-	-
7012 Int Trf Print/Reprod	-	-	1,105	-	-	-
7013 Int Trf Extra Duty	2,586	4,000	4,000	4,000	-	-
7015 Int Trf FacilityRent	(68,700)	(68,700)	(68,700)	(19,000)	49,700	(72.3)
7099 Interdept Chargeback	(26,462)	-	(2,900)	-	-	-
* Interdepartmental	(370,552)	(359,700)	(360,490)	(310,000)	49,700	(13.8)
8008 Transf to/fr Reserve	1,308,929	466,200	672,100	-	(466,200)	(100.0)
8030 Tfr Fr Resvs to Oper	-	-	-	(409,200)	(409,200)	-
8031 Tfr To Resvs Fr Oper	-	-	-	1,000,000	1,000,000	-
* Other Fiscal	1,308,929	466,200	672,100	590,800	124,600	26.7
** Total	43,114,091	47,782,900	46,926,680	49,089,000	1,306,100	2.7

Summary Details - Finance, Asset Management & ICT

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4909 False Alarm Recovery	(735,058)	(750,000)	(765,000)	(735,000)	15,000	(2.0)
4951 By-Law F300 Revenue	(1,957,694)	(1,960,000)	(1,960,000)	(1,960,000)	-	-
5101 Parking Rentals	(2,280,442)	(2,275,000)	(2,575,000)	(2,979,000)	(704,000)	30.9
5102 Facilities Rentals	(1,221,785)	(1,046,300)	(1,046,300)	(1,140,000)	(93,700)	9.0
5151 Lease Revenue	(466,598)	(600,100)	(599,400)	(910,900)	(310,800)	51.8
5205 Tax Certificates	(214,275)	(220,000)	(220,000)	(500,000)	(280,000)	127.3
5229 Tax Sale Admin Fees	(73,485)	(145,000)	(100,000)	(100,000)	45,000	(31.0)
5450 Other Sales Revenue	(20,000)	-	(20,000)	-	-	-
* Fee Revenues	(6,969,337)	(6,996,400)	(7,285,700)	(8,324,900)	(1,328,500)	19.0
5508 Recov External Parti	(485,265)	(504,500)	(743,745)	(883,100)	(378,600)	75.0
5600 Miscellaneous Revenue	(69,749)	(55,000)	(122,000)	(55,000)	-	-
* Other Revenue	(555,014)	(559,500)	(865,745)	(938,100)	(378,600)	67.7
** Total	(7,524,351)	(7,555,900)	(8,151,445)	(9,263,000)	(1,707,100)	22.6
Net Total	35,589,740	40,227,000	38,775,235	39,826,000	(401,000)	(1.0)



HUMAN RESOURCES / OFFICE OF DIVERSITY & INCLUSION

2020/21 BUDGET AND BUSINESS PLAN

MISSION

HUMAN RESOURCES IS COMMITTED TO PROVIDING INNOVATIVE AND PRACTICAL HUMAN RESOURCE STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

THE OFFICE OF DIVERSITY AND INCLUSION IS COMMITTED TO BUILDING AN INCLUSIVE ORGANIZATIONAL CULTURE THAT VALUES AND REFLECTS THE DIVERSE COMMUNITY THAT WE SERVE. THE OFFICE WORKS TOWARDS REMOVING BARRIERS AND CREATING OPPORTUNITIES FOR THE FULL PARTICIPATION IN ALL ASPECTS OF LIFE FOR THOSE WHO LIVE, WORK, AND PLAY IN HRM.

HUMAN RESOURCES OVERVIEW

Human Resources completed a restructuring in the fall of 2019 to better align its divisions and improve efficiency in service delivery.

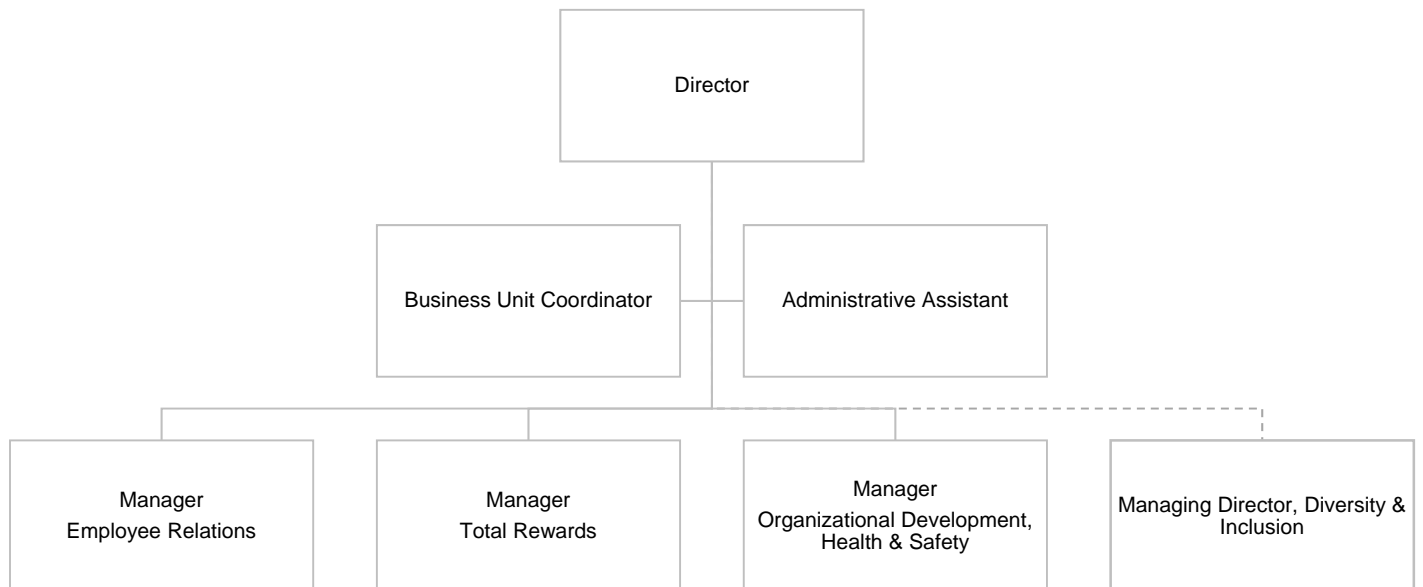
Human Resources remains committed to advancing the administrative priority outcomes of:

- Our People - Engaged Workforce
- Our People - Diverse and Inclusive Environment
- Our People - Healthy and Safe Workplace

This is achieved through providing a framework to guide the application of all aspects of HRM's human resource practices to support organizational effectiveness.

To achieve this, Human Resources recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

HUMAN RESOURCES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2019/20 Approved	2020/21 Change (+/-)	2020/21 Budget
Human Resources	58.7	2.3	61.0
Full Time	57.0	3.0	60.0
Seasonal, Casual & Term	1.7	(0.7)	1.0
Office of Diversity & Inclusion	7.6	0	7.6
Full Time	7.0	0	7.0
Seasonal, Casual & Term	0.6	0	0.6
Business Unit Total	66.3	2.3	68.6

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Human Resources / Office of Diversity & Inclusion	1.3%	1.4%	1.4%
Average tax bill amount spent on Human Resources / Office of Diversity & Inclusion	\$25.30	\$27.10	\$27.60

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

OUR PEOPLE – ENGAGED WORKFORCE

Developing and Supporting Leaders

To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs over the next two business cycles that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.

Human Resource Planning

Organizational capacity across the organization is enhanced through innovative attraction and retention initiatives as well as by inspiring a culture of continuous learning and inclusion. HRM's Human Resource Strategy is a multi-year strategy which is focused on ensuring that our people resources are prepared to meet the changing business needs and deliver on our municipality's priorities. Key priorities include talent management, workforce planning, recruitment and leadership development.

Enhanced Workplace Culture

Lead the implementation of the recommendations from the human resources policy and program external review to support the provision of a safe, healthy, diverse, inclusive and harassment-free environment where all persons are treated with dignity and respect.

Employee Engagement Survey

Support the organization with the development and implementation of Employee Engagement Survey action plans to improve overall engagement.

To measure HRM's performance on improving employee engagement, HR will facilitate a follow-up employee engagement survey in 2021.

OUR PEOPLE – DIVERSE AND INCLUSIVE ENVIRONMENT

Employment Equity Program Implementation

As part of our commitment to having a diverse and inclusive workforce that represents the communities we serve, an employee self-identification survey will be conducted in 2020 to determine our workforce composition.

Human Resources, in partnership with the Office of Diversity & Inclusion, will also lead the development of an employment equity program which will be implemented over the next 3 to 5 years. In the short-term, HR will lead the implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion at HRM.

Promote Equitable Access to Municipal Services

Human Resources, in partnership with the Office of Diversity & Inclusion will provide leadership and guidance to business units to develop and implement various diversity and inclusion plans and initiatives across the organization.

Hiring Strategy Year 2

To enhance our ability to secure the talent and increase diversity to meet current and future operational needs, we are implementing Hiring Strategy Year 2. For 20/21, HR and Corporate Communications will develop a new employer branding strategy to help reach non-traditional or underrepresented candidates. HR, in partnership with the Office of Diversity & Inclusion will also further develop our community outreach approach.

OUR PEOPLE – HEALTHY AND SAFE WORKPLACE

Healthy and Safe Workplace

To improve the workplace and employee health and well-being, HR will build and lead the consultation for a three-year Corporate Health, Safety and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation

HUMAN RESOURCES / OFFICE OF DIVERSITY & INCLUSION BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service Excellence			
Performance Excellence	HR Improvement Project	3,221,000	262,500

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Health Safety & Wellness	\$ 1,134,185	\$ 1,304,150	\$ 1,228,800	\$ 1,285,700	\$ (18,450)	(1.4)
Labour Relations	636,736	779,500	874,820	942,000	162,500	20.8
Employee Services	806,871	787,250	651,100	804,100	16,850	2.1
Total Rewards	403,006	571,600	623,116	660,500	88,900	15.6
Client Services	1,523,050	1,482,350	1,512,664	1,280,284	(202,066)	(13.6)
Org Dev Health&Safe	1,107,995	1,165,750	1,077,950	1,175,800	10,050	0.9
HR Administration	474,203	444,600	488,700	472,916	28,316	6.4
Diversity and Inclusion	627,152	746,700	749,300	752,900	6,200	0.8
Net Total	\$ 6,713,198	\$ 7,281,900	\$ 7,206,450	\$ 7,374,200	\$ 92,300	1.3

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 7,281,900
Compensation Changes:	
New Positions/salary adjustments	27,900
Revenue Adjustments:	
Decrease in grant revenue	5,100
Other Budget Adjustments:	
IBM Contract moves to ICT	(57,400)
Increase in consulting for non-union job evaluation salary surveys	33,000
Increase in corporate training for leadership event	40,000
Increase in advertising & promotion for outreach program	10,000
Increase for recognition	15,000
Increase for Health and Safety week initiative	7,000
Reduction to recruitment costs for reassessment of recruiting contracts	(18,700)
Administrative and program costs for Diversity and Inclusion	16,800
African NS Affairs Integration Office (ANSAIO) / Halifax Partnership Economic Strategy	50,000
Reserve funding for the ANSAIO / Halifax Partnership Economic Strategy	(50,000)
Miscellaneous adjustments	13,600
Total Change	\$ 92,300
2020/21 Budget	\$ 7,374,200

OPERATING- SUMMARY OF EXPENDITURES & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 5,946,640	\$ 6,638,500	\$ 6,580,699	\$ 6,666,400	\$ 27,900	0.4
Office	41,528	26,600	42,920	38,500	11,900	44.7
External Services	249,610	250,300	199,881	231,000	(19,300)	(7.7)
Supplies	4,807	-	860	-	-	-
Equipment & Communications	2,013	1,000	-	1,000	-	-
Other Goods & Services	595,164	530,300	564,646	647,000	116,700	22.0
Interdepartmental	15,153	-	1,344	-	-	-
Other Fiscal	-	-	-	(50,000)	(50,000)	-
Total Expenditures	6,854,914	7,446,700	7,390,350	7,533,900	87,200	1.2

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Other Revenue	\$ (141,716)	\$ (164,800)	\$ (183,900)	\$ (159,700)	\$ 5,100	(3.1)
Total Revenues	(141,716)	(164,800)	(183,900)	(159,700)	5,100	-
Net Total	\$ 6,713,198	\$ 7,281,900	\$ 7,206,450	\$ 7,374,200	\$ 92,300	1.3

HUMAN RESOURCES SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE

Provides leadership and develops HR strategic priorities that align with business needs; ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

Services Delivered

OUR PEOPLE – ALL OUTCOMES

Strategic Human Resource Leadership

The Director's Office is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise

The Director's Office is responsible for provision of HR advice and expertise on a variety of human resource management topics.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Total Cost for Human Resources Administration per T4 Supported	\$1,069	\$1,043	NA	NA	\$1,180

* *Municipal Benchmarking Network Canada*

This measure has marginally decreased as a result of an increase in the number of people eligible for HR services (the number of T4s supported), and a decrease in the total cost of HR administration (due to lower overhead cost allocation and amortization of HR-related assets). This offset the increase in salaries and benefits from temporary hires necessary for special projects, workforce capacity shortfalls, and overstaffing required to replace employees on extended absences.

EMPLOYEE RELATIONS

To reflect the work of staff who interact directly with clients, the Human Resources realignment amalgamated the divisions of Client Services, Labour Relations, and Conflict Resolution under one division, Employee Relations, to create synergy and provide better service to the business units.

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources Centres of Expertise to drive employee engagement to meet or exceed operational mandates. Areas of delivery include: performance management, staffing, attendance support, duty to accommodate, training, change management, diversity and inclusion and succession planning.

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services including fact finding/investigation, collective bargaining, grievance management, union-management relations, progressive discipline, collective agreement administration, training/education/coaching, and human rights/other legal obligations.

Conflict Resolution is committed to supporting administrative priorities through providing subject matter expertise to business unit leaders to effectively and efficiently deal with conflict on their teams. The team investigates complaints involving harassment, discrimination or retaliation in accordance with the organization's Workplace Rights Harassment Prevention Policy.

Services Delivered

OUR PEOPLE – ENGAGED WORKFORCE

Organizational Design

Partners with business unit leaders to identify an appropriate organizational structure to fit current organization realities/goals and to develop the corresponding plan to implement the new changes.

Performance Management

This service is responsible for partnering with the business units on identifying areas of opportunity to improve employee engagement and drive overall operational performance.

Succession Planning

Client Services, in partnership with the business unit's leadership team, is responsible for leveraging the succession planning program to identify internal and external talent to fill future leadership positions, and create development programs for internal candidates to round out their skillsets in preparation for new opportunities.

Recruitment and Retention

This service is responsible for the creation of dynamic recruitment strategies and driving employee engagement practices to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce.

Labour Relations Expertise

This service is responsible for the provision of consultative service and advice to management related to the unionized workforce.

Grievance Management

This service is responsible for supporting and facilitating the management of the grievance process.

Conflict Resolution (Workplace Rights / Human Rights)

This service is responsible for providing expertise in conflict resolution including coaching, conducting situational assessments, initial triage, harassment investigations and other types of conflict resolution tools. The goal is also to support business unit leaders to effectively and efficiently deal with conflict on their teams.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

HR Partnership

This service works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

GOVERNANCE AND ENGAGEMENT – FISCAL RESPONSIBILITY

Collective Bargaining

This service, on behalf of HRM administration, leads negotiations on collective agreements between HRM and its six union organizations.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	MBNC Median* 2018
Overall Permanent Voluntary Employee Turnover **	5.04%	5.70%	5.15%	5.91%
# Jobs Filled	1423	1448	1200	NA
Internal Hire Rate	51%	53%	55%	NA
External Hire Rate	49%	47%	45%	NA
# of New Grievances	69	51	NA	NA
# of Grievances Resolved	59	42	NA	NA
# of New Workplace Rights Complaints	22	26	13	NA

* Municipal Benchmarking Network Canada

** Turnover rate refers to the total number of voluntary separations of permanent staff (full time and part time) expressed as a percent of total permanent staff

Talent

HRM can expect to see fairly consistent levels in voluntary employee turnover over the next five years as approximately 35% of our workforce is either eligible to or will be eligible to retire within the next five years. The organization has made a commitment to “grow” its talent internally, and this will be done through training programs to prepare employees for new opportunities. This corporate impetus for internal growth should result in a steady increase in internal hire rate and number of jobs filled over the next five years, provided there is the internal talent to fill the positions that come open.

Client Services will work with business units to increase organizational capacity through attraction and retention initiatives such as talent management, workforce planning, recruitment and leadership development to map out recruitment needs over the next few years.

Grievance Management

An average of 54 grievances are filed during each fiscal year, with 51 grievances filed this year, a drop of 26% from the previous year. There is no definitive reason for increases or decreases in the amount of grievances filed. The majority of grievances are resolved internally with 3.75% requiring third party involvement.

EMPLOYEE RELATIONS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Our People – Engaged Workforce

Hiring Strategy Year 2 (Target: March 31, 2021)

To enhance our ability to secure the talent and increase diversity to meet current and future operational needs we are implementing Hiring Strategy Year 2. For 20/21, HR and Corporate Communications will develop a new employer branding strategy to help reach non-traditional or underrepresented candidates. HR and the Office of Diversity & Inclusion will also further develop our community outreach approach.

TOTAL REWARDS

To reflect the work of staff who support client inquiries and plan consultation, Human Resources has aligned the development and communication of HR Compensation programs and services under one division, resulting in Employee Services working directly with the Total Rewards division.

Total Rewards is committed to supporting administrative priorities through the development of HRM's Total Compensation Strategy including policy framework, program design, workforce planning, pension & benefits plan consulting and administration.

Employee Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries, and collects and administers HR data, information, and reporting.

Services Delivered

OUR PEOPLE – ENGAGED WORKFORCE

Total Compensation Design

This service is responsible for designing a total compensation plan, including salary, benefits and pension.

Salary Administration

This service is responsible for the application of salary policy.

Employee Public Service Recognition

This service is responsible for the administration of HRM's Employee Public Service Awards program, including coordination of the Awards event.

HR Performance Reporting and Data Management

This service is responsible for workforce data reporting including reporting on Attendance Support, Workforce Profile, Labour Relations trends, Recruitment and Retention, and Training and Conflict Resolution. The majority of this reporting will be formatted under the Workforce Profile Report, the HRBP Quarterly Report, and the Attendance Support reports.

Benefits Administration

This service is responsible for the design and administration of HRM's benefit plans.

Pension Administration

This service is responsible for pension reporting and reconciliation required for the employer.

Retirement Benefit Administration

This service is responsible for payment and processing of additional retirement compensation.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Employee/Client Service Delivery

Employee Services is the first point of contact for all foundational HR Service Requests, including a single phone number for more accessible service, HR Service Representatives for immediate response to requests, and a centralized department responsible for processing service requests and completing transactional work in all HR functional areas including: Pension and Benefits Administration, Recruitment and Onboarding, Conflict Resolution and Training logs, Public Service Recognition, Employee Separation Management, Salary Administration and Public Service Management.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Planned
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	-
Customer Service Request Processing Times	2 Days	2 Days	2 Days	-
Retirements	131	106	113	-

Retirements

HRM's workforce is aging, with an average age of 46 years and 12 years of service. Approximately 15% of HRM employees are eligible to retire now, and 35% within the next 5 years. 44% of HRM leaders* are eligible to retire within 5 years, emphasizing the need for continued attraction and retention efforts to ensure sufficient resources for a sustainable municipal government administration.

*management level consists of those employees within the M, EM, PSM, and ex non-union salary pay bands.

TOTAL REWARDS KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Non-Union Compensation Design (Target: March 31, 2021)</p> <p>To support enhancing organizational capacity and talent retention, HR will conduct a review of non-union job evaluations in order to better enable succession planning, workforce planning and career progressions. Year 2 will include enhancements to improve the speed and efficiency of the Job Evaluation process and the development of additional job description tools for managers.</p>
<p>Update HR Intranet Pages (Target: March 31, 2021)</p> <p>To improve the ability for employees to access Human Resources information, Human Resources will partner with Internal Communications to revise the design of our intranet pages and develop a process for the update and maintenance of the content within the existing tool.</p>
Service Excellence – Performance Excellence
<p>Retirement Information Process (Target: June 30, 2020)</p> <p>To improve the timeliness and accuracy of information provided to employees upon receipt of notice to retire, Human Resources will conduct a review of the current business process to identify opportunities for improvement and implement process changes as required.</p>
<p>Duty to Accommodate Process Review (Target: December 31, 2020)</p> <p>To ensure the placement of employees who require an accommodation as soon as possible, Human Resources will review the current Duty to Accommodate business process to identify opportunities for improvement and implement process changes as required.</p>
<p>Continuous Service Date Verification (Target: June 30, 2020)</p> <p>To improve the accuracy of continuous service dates used to calculate pension eligibility and long service award eligibility, Human Resources will conduct a review of date specifications, work with business units to validate the correct continuous service date for their employees, and partner with ICT to have this information captured in SAP. A process for review and validation of any future discrepancies will also be documented.</p>

ORGANIZATIONAL DEVELOPMENT, HEALTH & SAFETY

To reflect the work of staff who support training, policy development, health and safety initiatives, Human Resources has aligned these services under one division, resulting in Health and Safety working directly with the Organizational Development (OD) division.

Organizational Development is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, development and delivery of training and professional development programs, change management, policy development and administration of alternate dispute resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Health & Safety is committed to supporting administrative priorities through the administration of the Corporate Health, Safety and Wellness Strategy, including initiatives to reduce incident/accident trends while building awareness of our programs that support a healthy and safe workforce.

Services Delivered

OUR PEOPLE – ENGAGED WORKFORCE

Corporate Training and Leadership Development

This service is responsible for research, development, improvement and delivery of corporate training programs for employees and leaders

Organizational Development

This service is responsible for providing policy development, project management, coaching, mentoring, and change and performance management advice based on current research, trends and best practice analysis to enhance organizational effectiveness.

Talent Management Blueprint

This service is responsible for the development of a corporate strategy and related tools to enhance HRM's ability to grow, acquire, and maintain the talent it requires to deliver municipal services.

Workforce Planning and Career Development

This service is responsible for developing a comprehensive workforce planning approach that will assist all groups in effectively staffing to meet operational needs. This will allow the creation of a framework for a supportive career development program to enhance the skills of existing team members, allowing them to pursue various career opportunities.

OUR PEOPLE – HEALTHY AND SAFE WORKPLACE

Corporate Health & Wellness

This service provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health and wellness promotion and the Employee and Family Assistance Program (EFAP).

Corporate Safety

This service is responsible for developing Safety initiatives as part of the Health, Safety and Wellness Strategy that includes corporate procedures, performing assessments and activities to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# of Training Programs Provided	132	137	171	152
# of Training Program Participants	1920	2036	3400	2584
# of new Workplace Rights Complaints	22	26	13	19
Flu Clinic participation	615	831	796	825
Health File Referrals	689	731	800	770
# of Workplace Safety Assessments Completed	7	18	15	15
Total Accident Frequency	9	10	NA	NA
Lost Time Accident Frequency	6	6	NA	NA

Corporate Training

In 2019/20, the OD team exceeded the projected number of training programs provided by 31% due to the addition of programming not previously reported on (i.e. Hiring Manager and Records/Archives and “as requested” or seasonal training requests).

Online programming has also increased the volume of training offered, such as the online Code of Conduct and the Substance Misuse Prevention Policy. It is anticipated that this trend of online programming will increase into 2020/21, as the availability and convenience of training has generated a positive response from users.

Projected training for 2020/21 is based on the current rotation of programming and the average of 17 participants per program.

Flu Clinic Participation

Flu clinic participation decreased by 4.2% from 2018/19 to 2019/20. This was due to a vaccination shortage, a last-minute rescheduling of some sessions, and a reduction of 63 employees participating from the Halifax Regional Police business unit. 2020/21 participation is projected to be at 825 vaccinations, reflective of the average of the last three years of program usage.

Health File referrals

Upon review of the average health file case count by month, it has been determined that the number of health file referrals has been increasing over the past number of years, with a 6.1% increase from 2017/18 to 2018/19, and a 9.4% increase from 2018/19 to 2019/20. This is being attributed to both occupational and non-occupational musculoskeletal injuries, mental health concerns, and complex claims involving multiple facets of health issues. 2020/21 is planning to complete 770 health file referrals, projected from the previous 3-year average. Health & Safety continues to offer ergonomic assessments and concentrates on supporting employees and facilitating their safe return to the workplace.

Workplace Safety Assessments

Safety assessments increased by 61% from 2017/18 to 2018/19 but decreased by 20% in 2019/20. This is due to a planned project with Parks and Recreation to complete Occupational Health and Safety assessments for facilities, which has essentially been completed in 2019/20 except for maintenance and review. Health & Safety plans to do assessments in a variety of business units before year end.

ORGANIZATIONAL DEVELOPMENT, HEALTH & SAFETY KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Our People – Engaged Workforce
<p>Employee Engagement Survey (Target: March 31, 2021)</p> <p>To measure HRM's performance on improving employee engagement, HR will facilitate a follow-up employee engagement survey in 2021.</p>
<p>Employee Learning and Development (Target: September 30, 2021)</p> <p>In alignment with the Auditor General's report, OD will design, deliver and analyze an organization-wide training needs assessment. The output of this assessment will ensure learning & development opportunities are in line with employee competencies and desired business results.</p>

2020/21 Deliverables with Estimated Completion

Healthy and Safe Workplace – Our People

Corporate Health & Wellness Workplace Strategy (Target: March 31, 2021)

To improve the workplace and employee health, safety and well-being, HR will build and lead consultation of a three-year Corporate Health, Safety and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality’s leading health indicators, mental health awareness, occupational injuries and absenteeism indicators.

Diversity & Inclusion

Employment Equity Program Implementation (Target: March 31, 2021)

As part of our commitment to having a diverse and inclusive workforce that represents the communities we serve, an employee self-identification survey will be conducted in 2020 to determine our workforce composition.

Human Resources, in partnership with the Office of Diversity & Inclusion, will also lead the development of an employment equity program which will be implemented over the next 3 to 5 years. In the short-term, HR will lead the implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion at HRM.

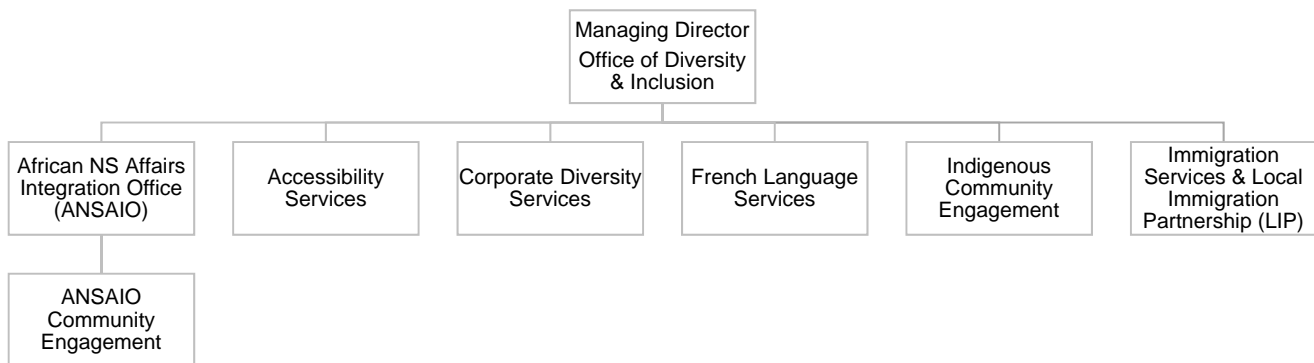
OFFICE OF DIVERSITY & INCLUSION

The office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work and play in HRM.

The Office of Diversity & Inclusion is committed to advancing the Regional Council and administrative priority outcomes of:

- Social Development – Equity and Inclusion;
- Social Development – Accessible Community;
- Social Infrastructure – Social Infrastructure; and
- Our People – Diverse & Inclusive Environment.

OFFICE OF DIVERSITY & INCLUSION ORG CHART



Services Delivered

SOCIAL DEVELOPMENT – ACCESSIBLE COMMUNITY

Accessibility Services

Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax’s Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

SOCIAL DEVELOPMENT – EQUITY AND INCLUSION / SOCIAL INFRASTRUCTURE

Corporate Diversity Services

Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. Acts as the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

African Nova Scotian Affairs Integration Office

Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM in alignment with the Africville Agreement.

Indigenous Community Engagement

Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationships and partnerships development related to urban indigenous peoples.

Immigration Services and Local Immigration Partnership (LIP)

Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

French Language Services

Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

ANSAIO and DPAD (Decade for People of African Descent) Coalition

Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

OFFICE OF DIVERSITY & INCLUSION BUDGET

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 572,404	\$ 726,600	\$ 684,700	\$ 710,900	\$ (15,700)	(2.2)
Office	2,420	700	7,100	18,000	17,300	2,471.4
External Services	1,000	200	5,200	5,300	5,100	2,550.0
Equipment & Communications	35	-	-	-	-	-
Other Goods & Services	108,174	104,000	155,000	148,400	44,400	42.7
Interdepartmental	1,035	-	1,200	-	-	-
Other Fiscal	-	-	-	(50,000)	(50,000)	-
Total Expenditures	685,069	831,500	853,200	832,600	1,100	0.1

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Other Revenue	\$ (57,917)	\$ (84,800)	\$ (103,900)	\$ (79,700)	\$ 5,100	(6.0)
Total Revenues	(57,917)	(84,800)	(103,900)	(79,700)	5,100	(6.0)
Net Total	\$ 627,152	\$ 746,700	\$ 749,300	\$ 752,900	\$ 6,200	0.8

OFFICE OF DIVERSITY & INCLUSION KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Social Development – Accessible Community

Accessibility Strategy Year 1 (Target: March 31, 2021)

To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion will work with business units to implement Year 1 of the Accessibility Strategy.

Diversity and Inclusion Deliverables Tracking (Target: March 31, 2021)

The Office of Diversity & Inclusion will begin to track and report deliverables on the Diversity and Inclusion Framework using the new Accountability Reporting Tool solution.

Social Development - Equity and Inclusion

Diversity and Inclusion Framework Year 2 (Target: March 31, 2021)

To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity & Inclusion will complete a Diversity and Inclusion Framework. Implementation of Year 2 components will include: working with business units to action their business unit specific plans, developing diversity and inclusion lens tools, and developing the corporate Diversity and Inclusion Policy.

2020/21 Deliverables with Estimated Completion

Immigration Strategy Year 1 (Target: March 31, 2021)

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to implement the new immigration strategy.

Indigenous Community Engagement Strategy (Target: March 31, 2021)

To support Council's commitment to Truth and Reconciliation and the recommendations of the Truth and Reconciliation Commission of Canada, the Office of Diversity & Inclusion will develop an Urban Indigenous Engagement Strategy and action plan. Development of the plan will be in alignment with the work of the Cornwallis Task Force recommendations.

African Nova Scotian Integration Strategy (Target: March 31, 2021)

To support the goals of the Africville Agreement and the municipality's work to improve municipal services to the African Nova Scotian Community in HRM, the African Nova Scotian Affairs Integration Office will implement Year 1 of an African Nova Scotian Integration Strategy and action plan.

African Nova Scotian Economic Strategy (Target: March 31, 2021)

To support the municipal economic strategy, the Office of Diversity & Inclusion will work with the Halifax Partnership to develop an African Nova Scotian Economic Strategy and action plan.

French Services Strategy (Target: March 31, 2021)

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to implement the new French Services Strategy.

SERVICE DELIVERY MEASURES

Diversity and Inclusion Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# of Diversity and Inclusion training programs provided	23	19	19	20
# of Diversity and Inclusion training program participants	490	464	485	480
# of Afrocentric Spaces training programs provided	6	6	4	6

Diversity and Inclusion Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
# of Afrocentric Spaces training program participants	68	88	48	80
# Community Engagement Sessions	15	34	30	30

Community Engagement Session Details	2017/18 Actual	2018/19 Actual	2019/20 to December 31st
French Consultations	4	4	4
African Nova Scotian Affairs Integration Office Consultations	5	4	8
Immigration Consultations	6	8	2
Accessibility Consultations	0	18	2
Indigenous Consultations	0	0	11

COMMUNITY ENGAGEMENT SESSIONS

Community Engagement sessions increased 127% from 2017/18 to 2018/19, due to the addition of 18 Accessibility Consultations to support the development of the Municipal Accessibility framework.

The number of community consultations for 2019/20 is not projected to surpass 2018/19 as there were additional financial supports received for Accessibility Strategy consultations in 2018/19.

Summary of Net Expenditures - HR / Office of Diversity & Inclusion

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
E401 Diversity-Inclusion	627,152	780,900	772,200	752,900	(28,000)	(3.6)
E402 Fr/Loc Immig Partn	-	(34,200)	(22,900)	-	34,200	(100.0)
* Diversity and Inclusion	627,152	746,700	749,300	752,900	6,200	0.8
F182 Health Safety & Wellness	1,134,185	1,304,150	1,228,800	1,285,700	(18,450)	(1.4)
A240 Labour Relations	636,736	779,500	874,820	942,000	162,500	20.8
A235 Employee Services	806,871	787,250	651,100	804,100	16,850	2.1
A230 Total Rewards	403,006	571,600	623,116	660,500	88,900	15.6
A221 Locked WCB	-	-	-	-	-	-
A220 Client Services	1,523,050	1,482,350	1,512,664	1,280,284	(202,066)	(13.6)
A210 Org Dev Health&Safe	1,107,995	1,165,750	1,077,950	1,175,800	10,050	0.9
A205 HR Administration	474,203	444,600	488,700	472,916	28,316	6.4
* Human Resources	6,086,046	6,535,200	6,457,150	6,621,300	86,100	1.3
Net Total	6,713,198	7,281,900	7,206,450	7,374,200	92,300	1.3

Summary Details -HR / Office of Diversity & Inclusion

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	5,075,529	5,579,900	5,683,399	5,691,500	111,600	2.0
6002 Salaries - Overtime	3,914	1,000	5,200	1,000	-	-
6005 PDP & Union Con Incr	(84,557)	-	(144,900)	-	-	-
6054 Vacation payout	31,471	-	-	-	-	-
6100 Benefits - Salaries	941,873	1,025,900	1,024,300	923,700	(102,200)	(10.0)
6110 Vacancy Management	-	(125,100)	-	(124,600)	500	(0.4)
6152 Retirement Incentives	30,109	36,500	36,500	32,400	(4,100)	(11.2)
6154 Workers' Compensation	79,843	82,000	82,000	86,900	4,900	6.0
6199 Comp & Ben InterDept	(131,654)	38,300	(105,800)	55,500	17,200	44.9
9200 HR CATS Wage/Ben	111	-	-	-	-	-
* Compensation and Benefits	5,946,640	6,638,500	6,580,699	6,666,400	27,900	0.4
6201 Telephone/Cable	5,978	900	2,970	1,000	100	11.1
6202 Courier/Postage	1,720	2,700	960	2,000	(700)	(25.9)
6203 Office Furn/Equip	19,089	8,800	24,140	7,000	(1,800)	(20.5)
6204 Computer S/W & Lic	298	1,000	600	1,000	-	-
6205 Printing & Reprod	504	700	7,100	11,900	11,200	1,600.0
6207 Office Supplies	10,934	12,500	6,550	15,600	3,100	24.8
6299 Other Office Expenses	3,005	-	600	-	-	-
* Office	41,528	26,600	42,920	38,500	11,900	44.7
6301 Professional Fees	141,341	172,200	152,400	177,500	5,300	3.1
6303 Consulting Fees	27,085	20,200	40,781	20,000	(200)	(1.0)
6310 Outside Personnel	1,841	-	-	-	-	-
6399 Contract Services	79,342	57,900	6,700	33,500	(24,400)	(42.1)
* External Services	249,610	250,300	199,881	231,000	(19,300)	(7.7)
6401 Uniforms & Clothing	-	-	-	-	-	-
6402 Med & First Aid Supp	3,669	-	-	-	-	-
6404 Rec Prog Supplies	774	-	560	-	-	-
6406 Bridge Tolls	190	-	-	-	-	-
6409 Personal Protect Equ	123	-	300	-	-	-
6499 Other Supplies	50	-	-	-	-	-
* Supplies	4,807	-	860	-	-	-
6701 Equipment Purchase	882	1,000	-	1,000	-	-
6703 Computer Equip/Rent	1,131	-	-	-	-	-
* Equipment & Communications	2,013	1,000	-	1,000	-	-
6901 Membership Dues	33,970	32,400	30,352	41,484	9,084	28.0
6902 Conferences/Workshop	10,630	1,900	8,915	8,000	6,100	321.1
6903 Travel - Local	23,471	25,600	21,400	38,800	13,200	51.6

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6904 Travel - Out of Town	13,886	7,800	13,800	4,500	(3,300)	(42.3)
6905 Training & Education	33,587	53,400	68,288	74,000	20,600	38.6
6908 Medical Examinations	4	-	-	-	-	-
6912 Advertising/Promotio	103	-	-	10,000	10,000	-
6913 Awards	386	-	(2,328)	-	-	-
6914 Recruiting	65,958	34,700	30,600	16,000	(18,700)	(53.9)
6917 Books and Periodicals	8,230	8,650	7,500	10,100	1,450	16.8
6918 Meals	5,150	1,500	4,500	1,316	(184)	(12.3)
6919 Special Projects	135,461	144,100	162,519	148,900	4,800	3.3
6928 Committee Expenses	-	-	-	4,500	4,500	-
6933 Community Events	5,800	10,000	10,000	30,000	20,000	200.0
6936 Staff Relations	103	-	-	-	-	-
6937 Corporate Training	243,710	200,000	200,000	240,000	40,000	20.0
6938 Rewarding Excellence	1,883	3,000	4,200	18,400	15,400	513.3
6943 Health and Wellness	653	-	-	-	-	-
6999 Other Goods/Services	12,179	7,250	4,900	1,000	(6,250)	(86.2)
* Other Goods & Services	595,164	530,300	564,646	647,000	116,700	22.0
7008 ltnTrsf IT & Commun	-	-	100	-	-	-
7009 Internal Trfr Other	21,766	-	6,300	-	-	-
7011 Int Trf Record Check	(6,872)	-	(6,700)	-	-	-
7012 Int Trf Print/Reprod	-	-	1,644	-	-	-
7015 Int Trf FacilityRent	259	-	-	-	-	-
* Interdepartmental	15,153	-	1,344	-	-	-
8030 Tfr Fr Resvs to Oper	-	-	-	(50,000)	(50,000)	-
* Other Fiscal	-	-	-	(50,000)	(50,000)	-
** Total	6,854,914	7,446,700	7,390,350	7,533,900	87,200	1.2

Summary Details - HR / Office of Diversity & Inclusion

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5508 Recov External Parti	(141,716)	(84,800)	(103,900)	(159,700)	(74,900)	88.3
5521 CUPE Admin Fee	-	(80,000)	(80,000)	-	80,000	(100.0)
* Other Revenue	(141,716)	(164,800)	(183,900)	(159,700)	5,100	(3.1)
** Total	(141,716)	(164,800)	(183,900)	(159,700)	5,100	(3.1)
Net Total	6,713,198	7,281,900	7,206,450	7,374,200	92,300	1.3



LEGAL & LEGISLATIVE SERVICES

2020/21 BUDGET AND BUSINESS PLAN

MISSION

TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE MUNICIPALITY IN KEEPING WITH HRM'S CORE VALUES AND COUNCIL PRIORITIES

WE MAKE A DIFFERENCE.

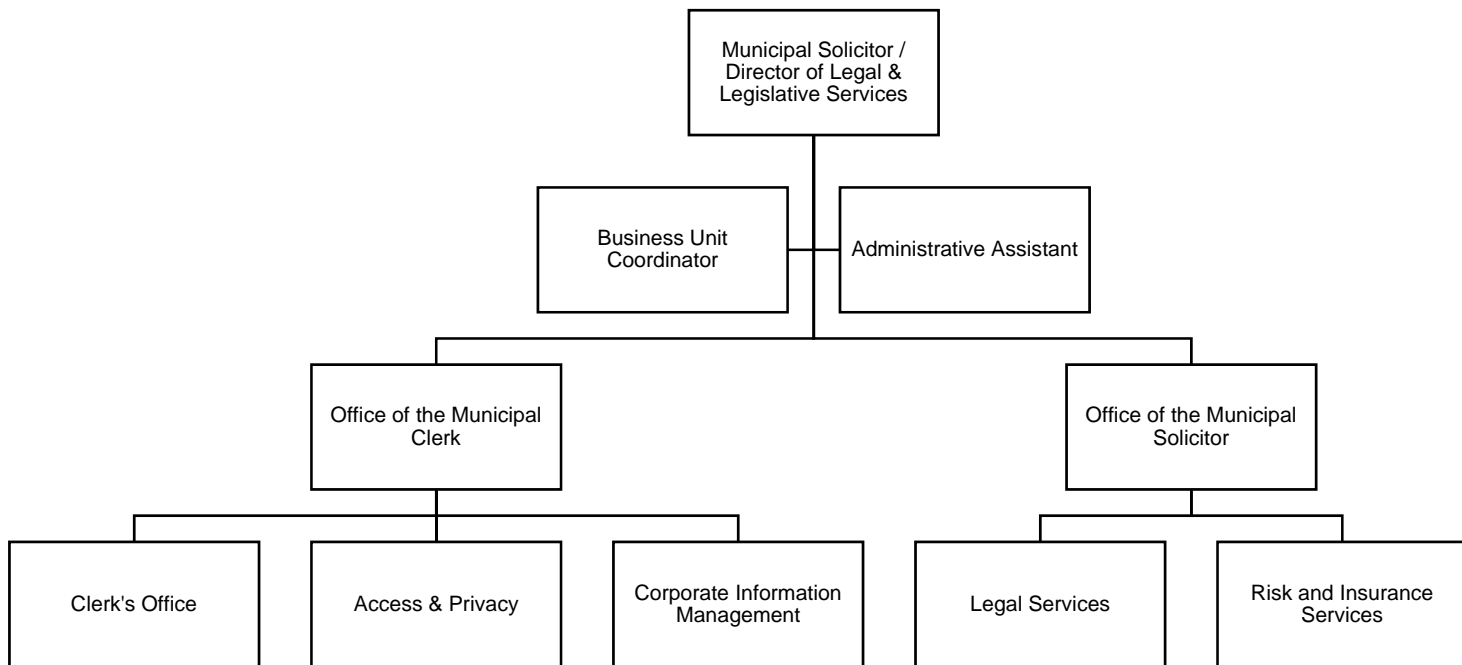
LEGAL & LEGISLATIVE SERVICES OVERVIEW

The Legal & Legislative Services Business Unit is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

- Governance and Engagement – Municipal Governance;
- Governance and Engagement – Financial Responsibility;
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence.

This is achieved through delivery of professional support to Regional Council, the provision of legal services (including solicitor services, litigation, and prosecutions), together with risk and insurance services. The Legal & Legislative Services business unit also provides administrative and legislative support to the Mayor and Regional Council

LEGAL & LEGISLATIVE SERVICES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Full time Equivalent	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	59.6	8.0	67.6
Seasonal, Casual and Term	7.5	(2.4)	5.1
Total	67.1	5.6	72.7

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.

2019/20 totals have been adjusted to reflect the move of Government Relations and External Affairs to the CAO Business Unit.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Legal & Legislative Services	1.3%	1.4%	1.6%
Average tax bill amount spent on Legal & Legislative Services	\$25.80	\$26.70	\$31.50

** Based on an average tax bill for a single-family home (assessed at \$245,800 in 2020)*

STRATEGIC INITIATIVES (2020/21)

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

The Clerk's Office and Legal Services will work to review and make recommendations respecting the Councillor's Code of Conduct as well as develop Service Guidelines for Constituents in anticipation of the 2020 Municipal Election.

SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

Legal & Legislative Services Business Unit Efficiencies

Business processes and practices across the business unit are continually reviewed to maximize efficiency and effectiveness. In 2020/21, the Clerk's Office will lead implementation and training for the Municipality's updated Records Retention Plan.

DIVERSITY & INCLUSION

All HRM business units and divisions are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. In particular, the Legal & Legislative Services business unit will focus on services supported and/or provided by the Municipal Clerk's Office with an emphasis on the upcoming 2020 Municipal Election.

LEGAL & LEGISLATIVE SERVICES BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Governance & Engagement			
Public Engagement	2020 Municipal Election (eVoting)	374,000	
Service Excellence			
Performance Excellence	RMIS System Implementation (replacement of current Claims Management System - iVos)	170,000	

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19 Actual	2019/20 Budget	2019/20 Projections	2020/21 Budget	2020/21 Δ 19/20 Budget	Δ %
Director's Office	\$ 477,531	\$ 447,700	\$ 458,100	\$ 454,400	\$ 6,700	1.5
Legal Services	3,306,053	3,653,700	3,492,250	4,197,600	543,900	14.9
Office of the Municipal Clerk	2,231,033	2,455,600	2,417,200	3,087,600	632,000	25.7
Risk and Insurance Services	489,820	623,800	552,500	682,000	58,200	9.3
Net Total	\$ 6,504,437	\$ 7,180,800	\$ 6,920,050	\$ 8,421,600	\$ 1,240,800	17.3

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ 7,180,800
Compensation Changes:	
New positions and salary adjustments	776,100
Other Budget Adjustments:	
Increase for Election (transfer from reserves)	500,000
Miscellaneous adjustments	(35,300)
Total Change	\$ 1,240,800
2020/21 Budget	\$ 8,421,600

*The 2019/2020 Budget has been restated to exclude Government Relations and External Affairs, which has moved to the CAO Business Unit.

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 5,934,705	\$ 6,110,100	\$ 6,113,300	\$ 7,271,900	\$ 1,161,800	19.0
Office	128,962	142,900	136,350	543,900	401,000	280.6
External Services	267,316	461,100	377,800	1,573,900	1,112,800	241.3
Supplies	7,457	8,800	5,400	8,400	(400)	(4.5)
Building Costs	-	-	-	21,600	21,600	-
Equipment & Communications	2,463	3,500	3,000	120,400	116,900	3,340.0
Other Goods & Services	312,385	306,700	343,150	558,700	252,000	82.2
Interdepartmental	(177,064)	-	(125,750)	(33,700)	(33,700)	-
Other Fiscal	406,597	405,000	405,000	(1,395,000)	(1,800,000)	(444.4)
Total Expenditures	6,882,822	7,438,100	7,258,250	8,670,100	1,232,000	16.6

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	\$ (203,932)	\$ (205,500)	\$ (205,500)	\$ (196,700)	\$ 8,800	(4.3)
Other Revenue	(174,453)	(51,800)	(132,700)	(51,800)	-	-
Total Revenues	(378,385)	(257,300)	(338,200)	(248,500)	8,800	(3.4)
Net Total	\$ 6,504,437	\$ 7,180,800	\$ 6,920,050	\$ 8,421,600	\$ 1,240,800	17.3

LEGAL & LEGISLATIVE SERVICES SERVICE AREA PLANS (2020/21)

DIRECTOR'S OFFICE / OFFICE OF THE MUNICIPAL SOLICITOR

DIRECTOR'S OFFICE / OFFICE OF THE MUNICIPAL SOLICITOR

KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence
Business Unit Efficiencies (Target: March 31, 2021) Business processes and practices across the business unit will continue to be reviewed to maximize efficiency and effectiveness.

LEGAL SERVICES

Legal Services is committed to supporting Regional Council priorities through the delivery of quality legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

Services Delivered

GOVERNANCE AND ENGAGEMENT - MUNICIPAL GOVERNANCE

Solicitor Services

Provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research for HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

Litigation Services

Advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before diverse provincial and federal courts and administrative tribunals at all levels (up to and including the Supreme Court of Canada) as well as in various alternative dispute resolution forums.

Prosecution Services

Provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Number of Legal Files Opened	917	785	865	-	NA
Number of Prosecution Files Opened	117	96	126	-	NA
In-House Legal Operating Cost per In-House Lawyer Hour	\$140	\$131	\$132	NA	\$154

* Municipal Benchmarking Network Canada

NUMBER OF LEGAL FILES OPENED

In 2017/18, Legal Services had just implemented their new case management system. The number of files opened was artificially high and captured additional, older files that were not in the old tracking systems. Between last year and this year, we anticipate a 10% increase in the total number of legal files and a 30% increase in prosecution files.

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at a substantially higher cost. As of November 2019, Legal Services will have opened 659 files, reviewed approximately 450 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO.

Litigation against the Municipality has increased 15% over last year, along with an increase in the complexity of many of the matters. This includes labour matters, human rights, planning appeals, personal injury and general litigation.

LEGAL SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Refresh/Review Councillor Code of Conduct (Target: September 30, 2020)</p> <p>In an effort to fairly and effectively deal with public and councillor complaints, Legal Services will review the Councillor's Code of Conduct as well as work with Councillors to develop recommendations on Service Guidelines for Constituents that would be appended to the Code of Conduct.</p>
Service Excellence - Performance Excellence
<p>Improved Performance Reporting (Target: March 31, 2021)</p> <p>Develop and implement improved Legal Services management and business unit reporting outlining file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work.</p>

OFFICE OF THE MUNICIPAL CLERK

The Office of the Municipal Clerk is a legislated office, under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, and the official committee structure of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records. The primary focus this year (2020/21) will be on the 2020 Municipal General Election.

Services Delivered

GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

Council Support

This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the Halifax Regional Municipal Charter and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other Committees of Council, and Board Meetings; and
- Civic Appointments.

Records Management

Carry out the responsibilities of the Municipal Clerk; ensure accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the Municipality in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk;
- Access and Privacy Office;
- By-Law and Administrative Order Legislative Support; and
- Corporate Information Management Office (HRM Records Centre and Municipal Archives),

Municipal Elections

This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial Municipal Elections Act and Education Act. Elections can also include plebiscites as directed by Regional Council. The Municipal Clerk's office will be conducting the 2020 Municipal Election in October.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
Access and Privacy Program Operating Cost per Formal Request	\$608	\$569	N/A	N/A	\$761
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	115	146	238	N/A	40
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	88%	88%	88%	N/A	86%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	97%	98%	95%	N/A	90%

* Municipal Benchmarking Network Canada

** Population 17/18 - 431,701, 18/19 – 430,512

ACCESS & PRIVACY

The snapshot medians derived from the measurement indicate that HRM is processing 146 access requests per 100,000 population while the median is 40 requests; the cost to HRM to process these requests is \$569 per request while the median is \$761; 88% of these requests are completed within 30 days and 98% of the requests are processed with legislated timelines. HRM’s Access & Privacy Office is processing more access requests and completing more of these requests within 30 days at a cost lower than the other Municipal Benchmarking Network Canada participants.

To date for 2019/20, 820 access requests have been processed. It is projected that by the end of this fiscal, the volume of access applications processed will be in the vicinity of 1090. This is an estimated increase of 73% over last year.

OFFICE OF THE MUNICIPAL CLERK KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>AO19 Review – Corporate Logos (Target: March 31, 2021)</p> <p>To deter unauthorized use of HRM specific corporate marks and logos, the Municipal Clerk will lead a review of Administrative Order 19 (Respecting the Corporate Coat of Arms, and HALIFAX Brand) as well as other legal methods to protect the reputation of HRM.</p>
<p>Corporate Records Retention Plan - Education & Training – (Target: March 31, 2021)</p> <p>Upon approval of the Halifax Regional Municipality Records Retention Plan, revise Corporate Information Management training program to support HRM staff in meeting corporate information management goals</p>

RISK AND INSURANCE SERVICES

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of hazard based operational risk management advice;
- the management of claims made against or by HRM; and
- the management of financing of HRM risk through insurance and a reserve.

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the Municipality and the design and management of the Municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

Services Delivered

GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

Risk Management

This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management

This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

Contractual Risk Management

Review and provide insurance and risk management language, advice and protocols.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Claims received by fiscal year	2,091	2,331	2,200	NA

CLAIMS RECEIVED BY FISCAL YEAR

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2331. The volatility of claims is due to the number of severe weather events that occur during the year and the number of kilometres driven.

RISK AND INSURANCE SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
Risk & Claims Management Software Upgrade (Target: March 31, 2021) Risk & Insurance Services will implement and train staff on the upgraded risk management and claims software solution.

Summary of Net Expenditures - Legal & Legislative Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
A121 Municipal Clerk	1,040,940	1,140,800	1,140,800	1,212,700	71,900	6.3
A125 Elections	415,000	415,000	415,000	915,000	500,000	120.5
A722 Access & Privacy	280,977	293,100	292,100	301,800	8,700	3.0
A725 Information Management	494,116	606,700	569,300	658,100	51,400	8.5
A122 Info Resource Mgmt	-	-	-	-	-	-
* Municipal Clerks	2,231,033	2,455,600	2,417,200	3,087,600	632,000	25.7
A110 Legal Services	3,306,053	3,653,700	3,492,250	4,197,600	543,900	14.9
* Legal Services	3,306,053	3,653,700	3,492,250	4,197,600	543,900	14.9
A101 Director's Office-Admin	477,531	447,700	458,100	454,400	6,700	1.5
* Director's Office	477,531	447,700	458,100	454,400	6,700	1.5
A303 Risk & Insurance Services	489,820	623,800	552,500	682,000	58,200	9.3
Net Total	6,504,437	7,180,800	6,920,050	8,421,600	1,240,800	17.3

Summary Details - Legal & Legislative Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	5,139,984	5,090,000	5,401,665	6,060,300	970,300	19.1
6002 Salaries - Overtime	19,283	14,000	14,000	15,100	1,100	7.9
6003 Wages - Regular	-	-	-	50,000	50,000	-
6005 PDP & Union Con Incr	(153,904)	-	(143,900)	-	-	-
6054 Vacation payout	22,972	-	3,000	-	-	-
6099 Other Allowances	-	-	-	16,200	16,200	-
6100 Benefits - Salaries	910,867	924,700	953,600	1,023,300	98,600	10.7
6101 Benefits - Wages	-	-	-	100	100	-
6110 Vacancy Management	-	(93,400)	(11,300)	(82,100)	11,300	(12.1)
6152 Retirement Incentives	31,839	32,400	32,400	34,400	2,000	6.2
6154 Workers' Compensation	75,752	74,500	74,800	86,400	11,900	16.0
6157 stipends	135	-	-	-	-	-
6199 Comp & Ben InterDept	(112,223)	67,900	(210,965)	68,200	300	0.4
* Compensation and Benefits	5,934,705	6,110,100	6,113,300	7,271,900	1,161,800	19.0
6201 Telephone/Cable	5,959	12,500	8,500	48,400	35,900	287.2
6202 Courier/Postage	10,963	12,100	10,100	306,400	294,300	2,432.2
6203 Office Furn/Equip	9,649	13,300	10,550	22,300	9,000	67.7
6204 Computer S/W & Lic	64,006	61,000	70,000	47,700	(13,300)	(21.8)
6205 Printing & Reprod	132	6,300	600	70,500	64,200	1,019.0
6207 Office Supplies	35,761	37,700	33,100	48,600	10,900	28.9
6299 Other Office Expenses	2,492	-	3,500	-	-	-
* Office	128,962	142,900	136,350	543,900	401,000	280.6
6301 Professional Fees	4,646	13,300	10,800	13,300	-	-
6302 Legal Fees	57,028	175,000	115,000	175,000	-	-
6303 Consulting Fees	-	-	-	135,300	135,300	-
6309 Litigation Disburse	11,274	15,300	12,000	14,000	(1,300)	(8.5)
6310 Outside Personnel	-	-	-	431,200	431,200	-
6311 Security	-	-	-	10,800	10,800	-
6312 Refuse Collection	-	-	-	2,200	2,200	-
6314 Prosecution Services	109,383	126,700	115,000	126,300	(400)	(0.3)
6316 Real Property Disb	7,658	10,000	10,000	10,000	-	-
6399 Contract Services	77,327	120,800	115,000	655,800	535,000	442.9
* External Services	267,316	461,100	377,800	1,573,900	1,112,800	241.3
6401 Uniforms & Clothing	100	300	300	300	-	-
6406 Bridge Tolls	-	-	-	100	100	-
6499 Other Supplies	7,357	8,500	5,100	8,000	(500)	(5.9)
* Supplies	7,457	8,800	5,400	8,400	(400)	(4.5)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6611 Building - Interior	-	-	-	21,600	21,600	-
* Building Costs	-	-	-	21,600	21,600	-
6701 Equipment Purchase	-	-	-	108,200	108,200	-
6703 Computer Equip/Rent	766	2,000	2,000	9,600	7,600	380.0
6704 Equipment Rental	704	-	-	-	-	-
6705 Equip - R&M	993	1,500	1,000	2,600	1,100	73.3
* Equipment & Communications	2,463	3,500	3,000	120,400	116,900	3,340.0
6901 Membership Dues	131,045	122,300	131,400	137,000	14,700	12.0
6902 Conferences/Workshop	1,858	11,700	8,200	10,700	(1,000)	(8.5)
6903 Travel - Local	10,072	15,400	12,400	23,400	8,000	51.9
6904 Travel - Out of Town	16,648	11,800	19,800	21,800	10,000	84.7
6905 Training & Education	27,982	42,100	48,150	43,700	1,600	3.8
6910 Signage	-	-	300	-	-	-
6911 Facilities Rental	1,303	2,800	1,300	99,500	96,700	3,453.6
6912 Advertising/Promotio	22,506	26,000	26,000	134,200	108,200	416.2
6913 Awards	157	-	-	-	-	-
6917 Books and Periodicals	92,894	68,000	83,200	72,600	4,600	6.8
6918 Meals	4,628	4,600	9,300	11,200	6,600	143.5
6919 Special Projects	788	-	-	-	-	-
6938 Rewarding Excellence	1,330	1,500	2,500	2,000	500	33.3
6999 Other Goods/Services	1,174	500	600	2,600	2,100	420.0
* Other Goods & Services	312,385	306,700	343,150	558,700	252,000	82.2
7005 Interdept EXP	-	-	-	200	200	-
7007 ltnTrsf Paper Recyc	-	-	-	500	500	-
7009 Internal Trfr Other	9,624	-	4,900	4,900	4,900	-
7010 IntTrfr Insur Funds	(186,688)	-	(140,050)	(50,000)	(50,000)	-
7012 Int Trf Print/Reprod	-	-	9,400	8,500	8,500	-
7015 Int Trf FacilityRent	-	-	-	2,200	2,200	-
* Interdepartmental	(177,064)	-	(125,750)	(33,700)	(33,700)	-
8008 Transf to/fr Reserve	406,597	405,000	405,000	-	(405,000)	(100.0)
8030 Tfr Fr Resvs to Oper	-	-	-	(2,310,000)	(2,310,000)	-
8031 Tfr To Resvs Fr Oper	-	-	-	915,000	915,000	-
* Other Fiscal	406,597	405,000	405,000	(1,395,000)	(1,800,000)	(444.4)
** Total	6,882,822	7,438,100	7,258,250	8,670,100	1,232,000	16.6

Summary Details - Legal & Legislative Services

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4950 Other Lic. & Permits	-	(1,500)	(1,500)	(1,500)	-	-
5250 Sales of Svcs-Other	(203,932)	(204,000)	(204,000)	(195,200)	8,800	(4.3)
* Fee Revenues	(203,932)	(205,500)	(205,500)	(196,700)	8,800	(4.3)
5508 Recov External Parti	(174,453)	(51,800)	(132,700)	(51,800)	-	-
* Other Revenue	(174,453)	(51,800)	(132,700)	(51,800)	-	-
** Total	(378,385)	(257,300)	(338,200)	(248,500)	8,800	(3.4)
Net Total	6,504,437	7,180,800	6,920,050	8,421,600	1,240,800	17.3

HALIFAX

FISCAL SERVICES

2020/21 BUDGET AND BUSINESS PLAN

FISCAL SERVICES OVERVIEW

Fiscal Services is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units. Fiscal Services includes:

- Property and Other Taxes
- Deed Transfer Tax
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Solar City
- Valuation Allowance, Insurance

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Debt Servicing	\$ 31,003,204	\$ 29,775,100	\$ 29,727,700	\$ 32,918,500	\$ 3,143,400	10.6
Transfers To Outside Agencies	6,497,557	7,168,000	6,818,900	7,064,000	(104,000)	(1.5)
Other Fiscal Services	42,537,383	25,829,300	28,899,600	31,877,100	6,047,800	23.4
Transfers to/fr Other Funds	53,550,757	57,742,100	57,803,100	70,412,900	12,670,800	21.9
Non-Departmental Revenue	(556,172,730)	(564,662,300)	(579,818,700)	(628,023,800)	(63,361,500)	11.2
Net Total	\$ (422,583,829)	\$ (444,147,800)	\$ (456,569,400)	\$ (485,751,300)	\$ (41,603,500)	9.4

OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ (444,147,800)
Compensation Changes:	
Salary Adjustment Provision	5,188,400
Revenue Adjustments:	
Increase in Deed Transfer Taxes	(12,000,000)
Transfer of Transit Commercial Taxes	(38,000,000)
Increase in Taxes	(19,800,000)
Other Budget Adjustments:	
Increase in Capital from Operating	12,667,700
Increase in Debt Costs	5,793,700
Other Fiscal Adjustments	4,546,700
Total Change	\$ (41,603,500)
2020/21 Budget	\$ (485,751,300)

OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Compensation and Benefits	\$ 5,457,209	\$ 9,909,800	\$ 10,309,800	\$ 15,098,200	\$ 5,188,400	52.4
Office	12,178	30,200	30,200	27,800	(2,400)	(7.9)
External Services	1,113,398	4,162,100	4,668,600	7,595,300	3,433,200	82.5
Supplies	4,267	6,700	11,700	6,100	(600)	(9.0)
Supplies	-	-	5,000	-	-	-
Building Costs	486,655	538,000	603,000	521,200	(16,800)	(3.1)
Equipment & Communications	10,554	66,100	121,100	31,300	(34,800)	(52.6)
Vehicle Expense	4,557	42,900	15,000	10,000	(32,900)	(76.7)
Other Goods & Services	1,525,155	6,475,300	7,096,900	7,029,000	553,700	8.6
Interdepartmental	725,850	527,600	501,200	979,600	452,000	85.7
Debt Service	41,293,731	39,364,800	39,317,400	45,158,500	5,793,700	14.7
Other Fiscal	280,592,793	263,770,300	266,354,000	282,543,200	18,772,900	7.1
Total Expenditures	331,226,345	324,893,800	329,033,900	359,000,200	34,106,400	10.5

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
Tax Revenue	\$ (442,922,671)	\$ (458,983,800)	\$ (462,590,600)	\$ (516,496,000)	\$ (57,512,200)	12.5
Deed Transfer Tax	(46,097,297)	(39,000,000)	(53,000,000)	(51,000,000)	(12,000,000)	30.8
Area Rate Revenue	(181,593,912)	(185,568,200)	(185,568,200)	(192,185,600)	(6,617,400)	3.6
Tax Agreements	(11,394,876)	(11,491,300)	(11,884,300)	(12,530,100)	(1,038,800)	9.0
Payments in Lieu of taxes	(37,936,686)	(41,452,700)	(38,289,900)	(39,295,800)	2,156,900	(5.2)
Transfers from other Govts	(3,456,192)	(3,730,000)	(3,622,500)	(3,770,000)	(40,000)	1.1
Interest Revenue	(8,847,443)	(8,205,700)	(10,240,000)	(8,392,600)	(186,900)	2.3
Fee Revenues	(2,482,991)	(2,400,000)	(2,400,000)	(3,000,000)	(600,000)	25.0
Other Revenue	(19,078,107)	(18,209,900)	(18,007,800)	(18,081,400)	128,500	(0.7)
Total Revenues	(753,810,174)	(769,041,600)	(785,603,300)	(844,751,500)	(75,709,900)	9.8
Net Total	\$ (422,583,829)	\$ (444,147,800)	\$ (456,569,400)	\$ (485,751,300)	\$ (41,603,500)	9.4

FISCAL SERVICES PLAN (2020/21)

DEBT SERVICING

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- **Tax Supported Debt** – re-paid through the general and transit tax rates;
- **Other Municipal Debt** – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;
- **Halifax Water Debt** – funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and
- **Repayable Debt** – debt borrowed for and repaid by outside organizations.

In previous years, debt charges were budgeted within several Business Units. Starting in 2020/21, all debt charges are budgeted in fiscal services.

Regional Council has a debt policy and debt targets that aim to reduce Halifax's tax supported debt by 3% per dwelling each year, while shifting funds into capital from operating. This has led to a considerable reduction in Halifax's tax supported debt. In 2020/21, however, Halifax maintained the same tax supported debt as in 2019/20.

PROVINCIAL AREA RATES

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

Mandatory Education

This mandatory education contribution is set by the Province at the value of the Provincial Education Rate times the Uniform Assessment. The estimate for 2020/21 is \$150.7 million, an increase of \$5.8 million from the prior year.

Assessment

Property Valuation Services Corporation (PVSC) is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The estimate for 2020/21 is \$7.2 million, a decrease of \$90.6 thousand from the prior year.

Correctional Services

HRM is required to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. The estimate for 2020/21 is \$6.6 million, a decrease of \$206.2 thousand from the prior year.

Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. The estimate for 2020/21 is \$3.7 million, an increase of \$655.2 thousand from the prior year.

OTHER TRANSFERS

Halifax Convention Centre (HCC)

HRM has an agreement with the province to fund the new Halifax Convention Centre (HCC). Upon substantial completion of the new HCC, HRM started to pay 50% of the annual HCC costs. This includes its share of the Provincial lease and the annual operating costs. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2020/21 fiscal year, HRM has budgeted an amount of \$8.2 M

(before reserve withdrawals) for the HCC. This will be funded from the HCC reserve.

Supplementary Education

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995-96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the former HRSB. The total payment for 2020/21 will be paid for through a separate area rate.

Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to contribute to the Halifax Water Commission (HW) for the hydrant costs incurred by the Commission. These hydrant charges are recovered by HRM via a special Fire Protection Area Rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The amount estimated for the 2020/21 area rate is \$9.5M.

Stormwater Right-of-Way (Halifax Water Commission)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to Halifax Water the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The amount required for the 2020/21 area rate is \$3.8M. HW is including the HRM charge as an addition to the HW water bills.

GRANTS AND TAX RELIEF

HRM operates several Grant programs. Some of these are within fiscal services while others are administered by individual business units. HRM provides a number of tax relief programs including low income tax relief for homeowners (\$1.3 million) in 2020/21 and non-profit tax relief (\$4.7 million in 2020/21).

VALUATION ALLOWANCE

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2020/21 it is budgeted at \$2.5 million.

RESERVES

Reserves are utilized to ensure sustainability and improve the process of planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; and

- Savings Funds for Obligations.

Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves. For 2020/21 the net contribution to reserves from fiscal services is \$18.3 million.

CAPITAL FROM OPERATING

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 3% plus inflation per dwelling each year. Capital from operating for 2020/21 has been increased by \$12.7 M or 38.6 per cent. (This includes \$4.2M that was previously budgeted for in Halifax Transit).

NON-DEPARTMENTAL REVENUE AND AREA RATES

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments, Deed Transfer Tax and income from investments.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

Summary of Net Expenditures - Fiscal Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
M110 Debt & Interest Chg	34,749,013	36,873,300	36,825,900	32,918,500	(3,954,800)	(10.7)
M112 Alloc Debt Chg to BU	(7,843,731)	(7,098,200)	(7,098,200)	-	7,098,200	(100.0)
M113 Int.Pmt-Gen Govt	838,689	-	-	-	-	-
M114 Int.Pmt-Protect.Serv	162,189	-	-	-	-	-
M115 Int.Pmt-Transp.Serv.	2,085,517	-	-	-	-	-
M118 Int.Pmt - Plan & Dev.	32,445	-	-	-	-	-
M119 Int.Pmt - Rec & Cult	979,082	-	-	-	-	-
M122 HRWC Debt Charges	-	-	-	-	-	-
** Debt Servicing Net of Recoverie	31,003,204	29,775,100	29,727,700	32,918,500	3,143,400	10.6
M250 Halifax Convention Centre	6,497,557	7,168,000	6,818,900	7,064,000	(104,000)	(1.5)
M293 Stormwater ROW	-	-	-	-	-	-
* Other Outside Agencies	6,497,557	7,168,000	6,818,900	7,064,000	(104,000)	(1.5)
** Transfers To Outside Agencies	6,497,557	7,168,000	6,818,900	7,064,000	(104,000)	(1.5)
M317 Oper Cost NewCap	-	3,500,000	3,500,000	3,167,100	(332,900)	(9.5)
M270 Compensation PPP	2,964,109	4,662,800	4,062,800	4,400,100	(262,700)	(5.6)
M310 Other Fiscal Serv.	3,708,741	11,502,500	10,420,800	15,226,900	3,724,400	32.4
M311 Grants & Tax Concessions	5,797,366	6,376,000	6,376,000	6,495,000	119,000	1.9
M341 Surplus/Deficit	26,056,557	(3,000,000)	-	-	3,000,000	(100.0)
M361 District Activity Fund	71,749	72,000	72,000	72,000	-	-
M380 Storm 2019	-	-	3,148,000	-	-	-
M451 Valuation Allowance	3,938,862	2,716,000	1,320,000	2,516,000	(200,000)	(7.4)
** Other Fiscal Services	42,537,383	25,829,300	28,899,600	31,877,100	6,047,800	23.4
M316 Strategic Growth Fund	16,755,000	16,755,000	16,755,000	16,755,000	-	-
M320 Insurance Claims	4,092,534	3,622,900	3,683,900	3,622,900	-	-
M433 Waste Resource Cap R	505,000	505,000	505,000	505,000	-	-
M461 Capital Fr Operating	31,310,000	32,832,300	32,832,300	45,500,000	12,667,700	38.6
M471 Other Transfers	888,222	4,026,900	4,026,900	4,030,000	3,100	0.1
** Transfers to/fr Other Funds	53,550,757	57,742,100	57,803,100	70,412,900	12,670,800	21.9
M510 Property Tax	(457,602,191)	(470,534,600)	(470,892,200)	(523,333,000)	(52,798,400)	11.2
M520 Deed Transfer	(46,097,297)	(39,000,000)	(55,000,000)	(51,000,000)	(12,000,000)	30.8
M540 Grants in Lieu	(37,936,686)	(41,452,700)	(38,289,900)	(39,295,800)	2,156,900	(5.2)
M550 Own Source Revenue	(11,080,364)	(9,945,000)	(12,014,100)	(10,625,000)	(680,000)	6.8
M560 Unconditional Trans.	(3,456,192)	(3,730,000)	(3,622,500)	(3,770,000)	(40,000)	1.1
** Non-Departmental Revenue	(556,172,730)	(564,662,300)	(579,818,700)	(628,023,800)	(63,361,500)	11.2
*** Total	(422,583,829)	(444,147,800)	(456,569,400)	(485,751,300)	(41,603,500)	9.4

Summary Details - Fiscal Services

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	(249,975)	6,389,800	5,577,000	11,830,900	5,441,100	85.2
6005 PDP & Union Con Incr	2,699,810	-	-	-	-	-
6100 Benefits - Salaries	526,653	520,000	662,800	700,000	180,000	34.6
6150 Honorariums	900	-	-	-	-	-
6152 Retirement Incentives	1,528,695	3,000,000	2,400,000	2,500,000	(500,000)	(16.7)
6154 Workers' Compensation	133	-	-	-	-	-
6199 Comp & Ben InterDept	947,775	-	1,670,000	67,300	67,300	-
9200 HR CATS Wage/Ben	2,068	-	-	-	-	-
9210 HR CATS OT Wage/Ben	1,150	-	-	-	-	-
* Compensation and Benefits	5,457,209	9,909,800	10,309,800	15,098,200	5,188,400	52.4
6201 Telephone/Cable	3,292	4,200	4,200	2,800	(1,400)	(33.3)
6202 Courier/Postage	348	1,500	1,500	1,500	-	-
6203 Office Furn/Equip	604	-	-	-	-	-
6204 Computer S/W & Lic	1,939	400	400	100	(300)	(75.0)

6205 Printing & Reprod	194	1,200	1,200	1,100	(100)	(8.3)
6207 Office Supplies	906	6,200	6,200	6,800	600	9.7
6299 Other Office Expenses	4,895	16,700	16,700	15,500	(1,200)	(7.2)
* Office	12,178	30,200	30,200	27,800	(2,400)	(7.9)
6301 Professional Fees	100,888	54,000	78,000	52,200	(1,800)	(3.3)
6302 Legal Fees	240,375	125,500	408,000	125,100	(400)	(0.3)
6303 Consulting Fees	409,408	765,000	785,000	20,000	(745,000)	(97.4)
6304 Janitorial Services	1,291	-	-	-	-	-
6308 Snow Removal	16,564	15,000	15,000	15,000	-	-
6310 Outside Personnel	166,240	168,700	168,700	167,200	(1,500)	(0.9)
6311 Security	394	2,900	2,900	2,700	(200)	(6.9)
6312 Refuse Collection	2,195	4,000	4,000	4,000	-	-
6399 Contract Services	176,043	3,027,000	3,207,000	7,209,100	4,182,100	138.2
* External Services	1,113,398	4,162,100	4,668,600	7,595,300	3,433,200	82.5
6405 Photo Supp & Equip	6	-	-	-	-	-
6406 Bridge Tolls	19	-	-	-	-	-
6407 Clean/Sani Supplies	4,241	6,000	6,000	6,000	-	-
6409 Personal Protect Equ	-	-	5,000	-	-	-
6499 Other Supplies	-	700	700	100	(600)	(85.7)
* Supplies	4,267	6,700	11,700	6,100	(600)	(9.0)
6504 Hardware	-	-	5,000	-	-	-
* Materials	-	-	5,000	-	-	-
6602 Electrical	2,257	-	-	-	-	-
6603 Grnds & Landscaping	33,811	66,600	66,600	57,500	(9,100)	(13.7)
6605 Municipal Taxes	1,147	181,200	181,200	300	(180,900)	(99.8)
6606 Heating Fuel	20,050	22,000	22,000	22,000	-	-
6607 Electricity	21,958	28,900	28,900	26,100	(2,800)	(9.7)
6608 Water	262,151	6,000	6,000	264,000	258,000	4,300.0
6610 Building - Exterior	40,374	36,800	36,800	88,000	51,200	139.1
6611 Building - Interior	41,985	88,900	88,900	60,000	(28,900)	(32.5)
6612 Safety Systems	5,733	7,600	7,600	3,300	(4,300)	(56.6)
6613 Overhead Doors	-	-	45,000	-	-	-
6614 Envir Assess/Cleanup	55,767	100,000	120,000	-	(100,000)	(100.0)
6699 Other Building Cost	1,421	-	-	-	-	-
* Building Costs	486,655	538,000	603,000	521,200	(16,800)	(3.1)
6701 Equipment Purchase	745	15,000	15,000	10,000	(5,000)	(33.3)
6704 Equipment Rental	191	2,200	57,200	1,500	(700)	(31.8)
6705 Equip - R&M	-	48,900	48,900	19,800	(29,100)	(59.5)
6707 Plumbing & Heating	5,216	-	-	-	-	-
6708 Mechanical Equipment	3,379	-	-	-	-	-
6711 Communication System	1,022	-	-	-	-	-
* Equipment & Communications	10,554	66,100	121,100	31,300	(34,800)	(52.6)
6802 Vehicle R&M	4,557	42,900	12,000	10,000	(32,900)	(76.7)
6803 Vehicle Fuel - Diesel	-	-	3,000	-	-	-
* Vehicle Expense	4,557	42,900	15,000	10,000	(32,900)	(76.7)
6905 Training & Education	452	3,000	3,000	2,200	(800)	(26.7)
6906 Licenses & Agreements	625	100	100	-	(100)	(100.0)
6908 Medical Examinations	243,594	215,000	180,000	180,000	(35,000)	(16.3)
6910 Signage	4,842	6,900	6,900	5,500	(1,400)	(20.3)
6911 Facilities Rental	2,348	2,100	2,100	2,300	200	9.5
6912 Advertising/Promotio	1,409	3,300	3,300	27,100	23,800	721.2
6918 Meals	343	-	-	-	-	-
6919 Special Projects	-	631,100	741,100	765,200	134,100	21.2
6928 Committee Expenses	1,397	1,900	1,900	700	(1,200)	(63.2)
6933 Community Events	36,402	86,800	86,800	61,800	(25,000)	(28.8)

6941 Playground Equipment	7,548	1,300	1,300	4,000	2,700	207.7
6943 Health and Wellness	-	1,100	1,100	1,300	200	18.2
6999 Other Goods/Services	1,226,194	5,522,700	6,069,300	5,978,900	456,200	8.3
* Other Goods & Services	1,525,155	6,475,300	7,096,900	7,029,000	553,700	8.6
7009 Internal Trfr Other	236,891	27,600	27,600	479,600	452,000	1,637.7
7010 IntTrfr Insur Funds	496,265	500,000	473,600	500,000	-	-
7011 Int Trf Record Check	(7,450)	-	-	-	-	-
7015 Int Trf FacilityRent	144	-	-	-	-	-
* Interdepartmental	725,850	527,600	501,200	979,600	452,000	85.7
8010 Other Interest	478	500	500	500	-	-
8011 Interest on Debentur	6,860,508	6,347,600	6,212,700	7,066,100	718,500	11.3
8012 Principal on Debentur	34,432,744	33,014,300	33,101,800	38,089,500	5,075,200	15.4
8013 Loan Principal Repay	-	2,400	2,400	2,400	-	-
* Debt Service	41,293,731	39,364,800	39,317,400	45,158,500	5,793,700	14.7
8001 Transf Outside Agenc	183,749,876	184,864,800	185,201,200	191,066,900	6,202,100	3.4
8002 Insurance Claims	1,381,986	1,123,000	1,123,000	1,100,000	(23,000)	(2.0)
8003 Insurance Pol/Prem	2,062,412	1,933,600	1,968,000	2,014,400	80,800	4.2
8004 Grants	752,288	1,792,000	2,193,000	792,000	(1,000,000)	(55.8)
8005 Tax Exemptions	1,218,471	1,275,000	1,275,000	1,275,000	-	-
8006 Tax Concess Non Prof	4,022,211	4,531,000	4,531,000	4,650,000	119,000	2.6
8007 Tax Concess Commerci	(336,752)	5,355,000	4,116,100	4,396,000	(959,000)	(17.9)
8008 Transf to/fr Reserve	40,088,971	19,746,100	19,928,000	-	(19,746,100)	(100.0)
8009 Fire Protection	7,074,373	7,200,500	7,200,500	9,474,900	2,274,400	31.6
8014 Capital from Operati	31,310,000	32,832,300	32,832,300	45,500,000	12,667,700	38.6
8015 Debenture Discount	245,958	231,800	231,800	222,300	(9,500)	(4.1)
8016 Provision for Allow	3,938,862	2,716,000	1,320,000	2,516,000	(200,000)	(7.4)
8017 Bank Charges	401,929	545,200	445,200	575,200	30,000	5.5
8022 Transf to/fr Trust	(58,393)	-	(68,000)	(60,000)	(60,000)	-
8024 Transf to/fr Capital	1,334,109	-	1,707,500	-	-	-
8026 Property Damage	55,899	73,000	100,000	94,200	21,200	29.0
8030 Tfr Fr Resvs to Oper	-	-	-	(11,130,200)	(11,130,200)	-
8031 Tfr To Resvs Fr Oper	-	-	-	29,443,000	29,443,000	-
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	-	-
9000 Prior Yr. Sur/Def	(5,648,123)	(5,378,500)	(2,282,500)	(2,646,000)	2,732,500	(50.8)
9001 Current Yr. Sur/Def	5,163,705	1,094,500	696,900	(575,500)	(1,670,000)	(152.6)
* Other Fiscal	280,592,793	263,770,300	266,354,000	282,543,200	18,772,900	7.1
** Total	331,226,345	324,893,800	329,033,900	359,000,200	34,106,400	10.5

Summary Details - Fiscal Services

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
4001 Res. Property Taxes	(249,874,935)	(259,279,000)	(259,279,000)	(269,723,000)	(10,444,000)	4.0
4002 Comm. Property Taxes	(189,780,323)	(196,946,400)	(196,946,400)	(238,058,000)	(41,111,600)	20.9
4005 Resrc Property Taxes	(1,402,059)	(1,383,000)	(1,383,000)	(1,388,000)	(5,000)	0.4
4006 Rec. Non Profit	(19,823)	(17,000)	(21,800)	(17,000)	-	-
4007 Resource Forest Taxes	(41,734)	(42,000)	(41,400)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,952)	(89,000)	(89,000)	(89,000)	-	-
4100 Deed Transfer Taxes	(46,097,297)	(39,000,000)	(55,000,000)	(51,000,000)	(12,000,000)	30.8
4101 Capital Charges	(1,714,844)	(1,227,400)	(2,830,000)	(7,179,000)	(5,951,600)	484.9
* Tax Revenue	(489,019,967)	(497,983,800)	(515,590,600)	(567,496,000)	(69,512,200)	14.0
4201 Area Rate Residential	(145,681,314)	(149,326,400)	(149,326,400)	(154,967,600)	(5,641,200)	3.8
4202 Area Rate Commercial	(35,091,782)	(35,359,900)	(35,359,900)	(36,382,700)	(1,022,800)	2.9
4206 Area Rate Resource	(820,817)	(881,900)	(881,900)	(835,300)	46,600	(5.3)
* Area Rate Revenue	(181,593,912)	(185,568,200)	(185,568,200)	(192,185,600)	(6,617,400)	3.6
4501 Tax Agreement - NSLC	(704,424)	(747,700)	(733,600)	(738,900)	8,800	(1.2)

Revenues	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
4502 Tax Agreement - NSPI	(3,923,532)	(3,923,500)	(4,136,700)	(4,326,800)	(403,300)	10.3
4503 Tax Agreement - Bell	(1,935,880)	(1,935,900)	(1,846,300)	(1,789,700)	146,200	(7.6)
4506 Tax Agreement - Mari	(817,861)	(825,900)	(827,900)	(824,200)	1,700	(0.2)
4507 Tax Agreement - Heri	(935,798)	(935,800)	(1,113,600)	(1,392,000)	(456,200)	48.7
4508 Tax Agreement - HIAA	(1,596,094)	(1,658,100)	(1,627,300)	(1,644,500)	13,600	(0.8)
4509 Tax Agrmnt - Irving	(1,204,614)	(1,210,400)	(1,344,900)	(1,521,300)	(310,900)	25.7
4550 Tax Agreement - Other	(276,674)	(254,000)	(254,000)	(292,700)	(38,700)	15.2
* Tax Agreements	(11,394,876)	(11,491,300)	(11,884,300)	(12,530,100)	(1,038,800)	9.0
4601 Grant in Lieu-Fed	(23,838,593)	(26,419,600)	(24,708,000)	(25,582,200)	837,400	(3.2)
4602 Grant in Lieu-Prov.	(8,930,037)	(9,281,800)	(9,176,600)	(9,295,900)	(14,100)	0.2
4603 Grant in Lieu-CPC	(717,778)	(673,100)	(665,900)	(701,000)	(27,900)	4.1
4605 Grant Lieu-Hflx Port	(2,502,778)	(3,096,800)	(1,800,000)	(1,776,400)	1,320,400	(42.6)
4606 Grant in Lieu - CBC	(39,936)	(43,500)	(40,400)	(40,700)	2,800	(6.4)
4607 Grant Lieu -Via Rail	(194,425)	(204,200)	(158,600)	(161,300)	42,900	(21.0)
4608 Grant in Lieu - WCB	(132,197)	(132,000)	(132,000)	(129,600)	2,400	(1.8)
4609 Grant in Lieu- Citad	(1,502,539)	(1,521,900)	(1,528,600)	(1,528,600)	(6,700)	0.4
4610 Grant in Lieu-NRC	(64,801)	(66,600)	(66,600)	(66,600)	-	-
4650 Grant in Lieu - Other	(13,602)	(13,200)	(13,200)	(13,500)	(300)	2.3
* Payments in Lieu of taxes	(37,936,686)	(41,452,700)	(38,289,900)	(39,295,800)	2,156,900	(5.2)
4706 Uncond.Grant NS(oth)	(3,456,192)	(3,730,000)	(3,622,500)	(3,770,000)	(40,000)	1.1
* Transfers from other Gov'ts	(3,456,192)	(3,730,000)	(3,622,500)	(3,770,000)	(40,000)	1.1
4801 Int. Rev. - Tax	(4,797,590)	(5,000,000)	(5,000,000)	(5,000,000)	-	-
4803 Int. Rev. - Cap.Chrg	(330,921)	(135,700)	(370,000)	(307,600)	(171,900)	126.7
4850 Int. Rev. - Other	(97,341)	(70,000)	(70,000)	(85,000)	(15,000)	21.4
4860 Investment Income	(3,621,590)	(3,000,000)	(4,800,000)	(3,000,000)	-	-
* Interest Revenue	(8,847,443)	(8,205,700)	(10,240,000)	(8,392,600)	(186,900)	2.3
4901 Parking Meters	(2,482,991)	(2,400,000)	(2,400,000)	(3,000,000)	(600,000)	25.0
* Fee Revenues	(2,482,991)	(2,400,000)	(2,400,000)	(3,000,000)	(600,000)	25.0
5502 HRWC Dividend	(4,999,488)	(5,146,900)	(5,078,400)	(5,321,900)	(175,000)	3.4
5504 StormWater ROW Levies	(3,718,562)	(3,835,000)	(3,835,000)	(3,835,000)	-	-
5508 Recov External Parti	(10,098,106)	(8,943,000)	(8,789,400)	(8,604,500)	338,500	(3.8)
5509 NSF Chq Fee	(18,720)	(20,000)	(20,000)	(15,000)	5,000	(25.0)
5600 Miscellaneous Revenue	(243,231)	(265,000)	(285,000)	(305,000)	(40,000)	15.1
* Other Revenue	(19,078,107)	(18,209,900)	(18,007,800)	(18,081,400)	128,500	(0.7)
** Total	(753,810,174)	(769,041,600)	(785,603,300)	(844,751,500)	(75,709,900)	9.8
Net Total	(422,583,829)	(444,147,800)	(456,569,400)	(485,692,100)	(41,544,300)	9.4

HALIFAX

RESERVES

2020/21 BUDGET AND BUSINESS PLAN

		Projected Balance in Reserves (as of January 31/20)	Projected Balance in Reserves	Projected Balance in Reserves	Projected Balance in Reserves	Projected Balance in Reserves
		3/31/2020	3/31/2021	3/31/2022	3/31/2023	3/31/2024
RISK RESERVE						
Q406	Insurance and Risk Reserve	4,247,600	4,315,600	4,384,600	4,454,800	4,526,100
Q411	Police on the Job Injury Reserve	1,725,300	1,778,300	1,832,200	1,886,900	1,942,500
Q416	Operating Stabilization Reserve	8,759,000	8,662,000	8,563,500	8,463,400	8,361,700
Q421	General Contingency Reserve	8,440,298	1,617,198	1,643,098	(2,262,502)	(2,298,702)
Total Risk Reserve		23,172,198	16,373,098	16,423,398	12,542,598	12,531,598
OBLIGATION RESERVE						
Q506	Landfill Closure Costs	7,929,900	8,034,400	8,140,000	8,247,000	8,255,000
Q511	Municipal Election Reserve	2,062,200	688,000	1,461,000	2,246,400	3,044,300
Q521	Convention Centre Reserve	3,283,109	3,304,109	2,912,009	2,535,909	2,176,209
Q526	Capital Fund Reserve	17,268,317	20,074,476	9,186,076	402,530	30,780
Q531	Vehicle Fleet and Equipment Reserve	1,432,832	876,632	919,132	960,232	1,077,232
Q536	Central Library Recap. Reserve	5,306,000	6,335,800	7,401,400	8,503,300	9,643,200
Q541	Building Recap and Replacement Reserve	2,277,200	773,198	(754,904)	(2,104,206)	(2,865,508)
Q546	Multi District Facilities Reserve	(53,942)	136,358	(166,031)	153,480	652,905
Q551	Transit Capital Reserve	136,100	138,300	140,500	142,700	145,000
Q556	Solid Waste Facilities Reserve	11,930,800	10,150,700	10,827,900	11,785,900	12,843,200
TOTAL OBLIGATION RESERVE		51,572,516	50,511,973	40,067,082	32,873,245	35,002,318
OPPORTUNITY RESERVE						
Q606	Strategic Capital Reserve	32,046,800	32,356,300	43,542,000	16,562,800	14,592,600
Q611	Parkland Development Reserve	5,934,569	6,283,569	6,638,069	6,998,269	7,364,269
Q616	Business/Industrial Parks Expansion Reserve	38,344,756	45,820,856	45,279,256	44,728,356	45,186,456
Q621	Community and Events Reserve	997,538	764,738	735,538	1,317,338	1,335,438
Q626	Gas Tax Reserve	28,198,260	6,599,593	4,817,001	1,380,209	2,394,483
Q631	Debt Principal and Interest Repayment Reserve	19,892,980	9,701,180	3,335,230	491,730	7,330,930
TOATAL OPPORTUNITY RESERVE		125,414,904	101,526,237	104,347,095	71,478,703	78,204,177
TOTAL RESERVE		200,159,617	168,411,308	160,837,575	116,894,546	125,738,092

RESERVE FUNDS BUDGET
April 1, 2020 to March 31, 2021

Reserve Name	Projected Net Available Balance April 1, 2020	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2021
Risk Reserve						
Insurance and Risk - Q406	\$ 4,247,600	\$ -	\$ 68,000	\$ -	\$ -	\$ 4,315,600
Police on the Job Injury - Q411	1,725,300	25,000	28,000	-	-	1,778,300
Operating Stabilization - Q416	8,759,000	25,000	136,400	-	(258,400)	8,662,000
General Contingency - Q421	8,440,298	-	25,500	(5,893,400)	(955,200)	1,617,198
Total Risk Reserve	23,172,198	50,000	257,900	(5,893,400)	(1,213,600)	16,373,098
Obligation Reserve						
Landfill Closure Costs - Q506	\$ 7,929,900	\$ -	\$ 126,500	\$ -	\$ (22,000)	\$ 8,034,400
Municipal Election - Q511	2,062,200	915,000	10,800	-	(2,300,000)	688,000
Convention Centre - Q521	3,283,109	8,153,000	52,000	-	(8,184,000)	3,304,109
Capital Fund - Q526	17,268,317	5,496,059	316,100	(2,850,000)	(156,000)	20,074,476
Vehicle Fleet and Equipment - Q531	1,432,832	100,000	13,800	(670,000)	-	876,632
Central Library Recapitalization - Q536	5,306,000	930,000	99,800	-	-	6,335,800
Building Recap and Replacement - Q541	2,277,200	13,798	12,200	(1,500,000)	(30,000)	773,198
Multi District Facilities - Q546	(53,942)	1,388,200	2,100	(1,200,000)	-	136,358
Transit Capital - Q551	136,100	-	2,200	-	-	138,300
Solid Waste Facilities - Q556	11,930,800	1,305,000	159,900	(3,245,000)	-	10,150,700
Total Obligation Reserve	51,572,516	18,301,057	795,400	(9,465,000)	(10,692,000)	50,511,973
Opportunity Reserve						
Strategic Capital - Q606	\$ 32,046,800	\$ 13,800,000	\$ 509,500	\$ (14,000,000)	\$ -	\$ 32,356,300
Parkland Development - Q611	5,934,569	750,000	99,000	(500,000)	-	6,283,569
Business/Industrial Parks Expansion - Q616	38,344,756	7,000,000	721,600	-	(245,500)	45,820,856
Community and Events - Q621	997,538	1,992,000	12,000	(250,000)	(1,986,800)	764,738
Gas Tax - Q626	28,198,260	24,971,433	103,900	(46,674,000)	-	6,599,593
Debt Principal and Interest Repayment - Q631	19,892,980	10,685,600	152,800	(18,084,000)	(2,946,200)	9,701,180
Total Opportunity Reserve	125,414,904	59,199,033	1,598,800	(79,508,000)	(5,178,500)	101,526,237
Total Reserves	\$ 200,159,617	\$ 77,550,090	\$ 2,652,100	\$ (94,866,400)	\$ (17,084,100)	\$ 168,411,308

RESERVE FUNDS BUDGET
April 1, 2021 to March 31, 2022

Reserve Name	Projected Net Available Balance April 1, 2021	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2022
Risk Reserve						
Insurance and Risk - Q406	\$ 4,315,600	\$ -	\$ 69,000	\$ -	\$ -	\$ 4,384,600
Police on the Job Injury - Q411	1,778,300	25,000	28,900	-	-	1,832,200
Operating Stabilization - Q416	8,662,000	25,000	134,900	-	(258,400)	8,563,500
General Contingency - Q421	1,617,198	-	25,900	-	-	1,643,098
Total Risk Reserve	16,373,098	50,000	258,700	-	(258,400)	16,423,398
Obligation Reserve						
Landfill Closure Costs - Q506	\$ 8,034,400	\$ -	\$ 128,200	\$ -	\$ (22,600)	\$ 8,140,000
Municipal Election - Q511	688,000	750,000	23,000	-	-	1,461,000
Convention Centre - Q521	3,304,109	7,802,000	45,900	-	(8,240,000)	2,912,009
Capital Fund - Q526	20,074,476	1,216,800	144,700	(12,079,000)	(170,900)	9,186,076
Vehicle Fleet and Equipment - Q531	876,632	100,000	14,500	(72,000)	-	919,132
Library Recapitalization - Q536	6,335,800	949,000	116,600	-	-	7,401,400
Building Recap and Replacement - Q541	773,198	13,798	(11,900)	(1,500,000)	(30,000)	(754,904)
Multi District Facilities - Q546	136,358	1,100,211	(2,600)	(1,400,000)	-	(166,031)
Transit Capital - Q551	138,300	-	2,200	-	-	140,500
Solid Waste Facilities - Q556	10,150,700	1,316,700	170,500	(810,000)	-	10,827,900
Total Obligation Reserve	50,511,973	13,248,509	631,100	(15,861,000)	(8,463,500)	40,067,082
Opportunity Reserve						
Strategic Capital - Q606	\$ 32,356,300	\$ 47,700,000	\$ 685,700	\$ (37,200,000)	\$ -	\$ 43,542,000
Parkland Development - Q611	6,283,569	750,000	104,500	(500,000)	-	6,638,069
Business/Industrial Parks Expansion - Q616	45,820,856	3,000,000	713,100	(4,000,000)	(254,700)	45,279,256
Community and Events - Q621	764,738	1,992,000	11,600	(250,000)	(1,782,800)	735,538
Gas Tax - Q626	6,599,593	26,106,508	75,900	(27,965,000)	-	4,817,001
Debt Principal and Interest Repayment - Q631	9,701,180	15,972,750	52,500	(19,445,000)	(2,946,200)	3,335,230
Total Opportunity Reserve	101,526,237	95,521,258	1,643,300	(89,360,000)	(4,983,700)	104,347,095
Total Reserves	\$ 168,411,308	\$ 108,819,767	\$ 2,533,100	\$ (105,221,000)	\$ (13,705,600)	\$ 160,837,575

	Reserve	Withdrawals 2020/21	Amount	Total
Q416	Operating Stabilization Reserve	Operating - Police rent	258,400	258,400
Q421	General Contingency Reserve	Operating - NAIG - one time funding	265,200	
		Operating - Bus Stop Theatre Grant	125,000	
		Operating - Graves Oakley Park	315,000	
		Operating - Rural Transit Grant Musgo Rider	200,000	
		Operating - African NS Affairs Intergration Office	50,000	
		Capital - Fire Station Replacement	2,877,000	
		Capital - New Paving Streets - HRM Roads	36,400	
		Capital - Dartmouth Infrastructure Renewal	2,000,000	
		Capital - Regional Water Access / Beach Upgrade	80,000	
		Capital - Park Recapitalization	250,000	
		Capital - Splash Pads	500,000	
		Capital - Road Safety Improvement	150,000	
				6,848,600
Q506	Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	22,000	22,000
Q511	Municipal Election Reserve	Operating - 2020 Municipal Election - eVoting	2,300,000	2,300,000
Q521	Convention Centre Reserve	Operating - Convention Centre Operating Costs	8,184,000	8,184,000
Q526	Capital Fund Reserve	Capital - Energy Efficiency Initiatives	1,000,000	
		Capital - HRM Depot Upgrades	1,200,000	
		Capital - Parking Technology	650,000	
		Operating - Real Estate Costs	146,000	
		Operating - Legal costs for real estate	10,000	3,006,000
Q531	Fleet Vehicles & Equipment Reserve	Capital - Opticom Signalization	70,000	
		Capital - Police Fleet Replacement	600,000	670,000
Q541	Building Recapitalization and Replacement Reserve	Capital - Mackintosh Depot Replacement	1,500,000	
		Operating - Spencer House Renovations	30,000	1,530,000
Q546	Multi-District Facilities Reserve	Capital - BMO Centre	100,000	
		Capital - RBC Centre	100,000	
		Capital - Scotiabank Centre	1,000,000	1,200,000
Q556	Solid Waste Facilities Reserve	Capital - Burnside Composting Facility Repairs	1,120,000	
		Capital - Composting/Anaerobic Digestion (AD) Plant	1,000,000	
		Capital - Materials Recovery Facility Repairs	700,000	
		Capital - Rural Depots	340,000	
		Capital - Environmental Monitoring Site Work 101 Landfil	60,000	
		Capital - District 11 Community Integration Fund	25,000	3,245,000
Q606	Strategic Capital Reserve	Capital - Cogswell Interchange Redevelopment	12,000,000	
		Capital - Keshen Goodman Library	2,000,000	14,000,000
Q611	Parkland Development Reserve	Capital - Parkland Acquisition	500,000	500,000
Q616	Business/Industrial Park Expansion	Operating - Real Estate Cost	45,500	
		Operating - Real Estate Salary Recovery	200,000	245,500
Q621	Community and Events Reserve	Capital - Cultural Spaces	250,000	
		Operating - Cultural Events & Showcase Program	200,000	
		Operating - Public Art operating and program costs	40,000	
		Operating - Program Grant Costs	60,000	
		Operating - Hallmark, Tourism and Sporting events grant	1,277,800	
		Operating - Hosting	400,000	
		Operating - Hakkodate Xmas Tree	9,000	2,236,800
Q626	Gas Tax Reserve	Capital - project funding	46,674,000	46,674,000
Q631	Debt Principle and Interest Repayment	Operating - LED	2,946,200	
		Capital - Conventional Bus Replacement	2,220,000	
		Capital - Finance and HR Business Transformation	8,089,000	
		Capital - Fleet SAP Interface Upgrades	595,000	
		Capital - Mackintosh Depot Replacement	3,680,000	
		Capital - Ragged Lake Transit Centre Expansion	3,500,000	
				21,030,200
	Total Withdrawals			\$ 111,950,500

	Reserve	Contributions 2020/21	Amount	Total
Q411	Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416	Operating Stabilization Reserve	Operating - EMO Services	25,000	25,000
Q511	Municipal Election Reserve	Operating - Election Office	915,000	915,000
Q521	Convention Centre Reserve	Operating - Fiscal Services - Tax Rate Revenue	8,153,000	8,153,000
Q526	Capital Fund Reserve	Operating - Transportation & Public Works - Loan Repayment	87,400	
		Operating - Tax Sale Surplus Account	128,659	
		Operating - Parking Revenue WDC	70,000	
		Operating - Revenue - 15% Mt. Hermon Cemetery funds	1,500	
		Operating - Fiscal Services (Metro Park)	1,000,000	
		Sale of Assets - Land/Buildings	4,208,500	5,496,059
Q531	Fleet Vehicles & Equipment Reserve	Sale of Assets - Vehicles and Equipment	100,000	100,000
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	930,000	930,000
Q541	Building Recapitalization and Replacement Reserve	Revenue - Spencer House and Southend Daycare rent	13,798	13,798
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	258,100	
		Revenue - Scotiabank Centre	548,000	
		Revenue - Nustadia (RBC Centre)	282,100	
		Revenue - Internal Contribution (M471)	300,000	1,388,200
Q556	Solid Waste Facilities Reserve	Operating - Fiscal	505,000	
		Revenue - Capital Cost Contribution revenue	800,000	1,305,000
Q606	Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	
		Operating - Extra Contribution	2,800,000	
		Operating - Fiscal Services	4,000,000	
		Sale of Assets - Land/Buildings	1,000,000	13,800,000
Q611	Parkland Development Reserve	Revenue - Permit Fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reserve	Sale of Assets - Land/Buildings	7,000,000	7,000,000
Q621	Community and Events Reserve	Operating - Fiscal Services	300,000	
		Revenue - Marketing Levy	1,692,000	1,992,000
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax Program Funding	24,971,433	24,971,433
Q631	Debt Principal and Interest Repayment Reserve	Operating - LED Savings	4,230,600	
		Operating - Fiscal Services	6,455,000	10,685,600
	Total Contributions			77,550,090

RESERVES OVERVIEW

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine”.

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
 - a. that produce long-term efficiency gains,
 - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
 - c. between budget approvals where there is sudden or unexpected business opportunity,
 - d. where future obligations can be reasonable foreseen, and
 - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognizes that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future - obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognizes that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

RISK RESERVE

Q406 INSURANCE AND RISK RESERVE:

PURPOSE

To protect HRM against unforeseen financial risks related to claims and judgements against HRM, costs related to natural disasters, such as oil contamination, weather related events such as major flooding, snow storms such as “White Juan”, or other significant events or emergencies. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This Reserve will provide an amount to lessen the impact of fluctuation in insurance and risk costs.

Fiscal Services provides funds in the Risk and Insurance Section to fund risk management activities, to investigate and pay for various claims against the HRM both under the insurance deductible or self-insured (uninsured). Any savings in the Risk and Insurance Section’s operating budget should be contributed to this Reserve and any deficit funded by this reserve, if required to maintain the reserve’s balance or mitigate the impact on HRM’s financial position.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q306 – Self-Insurance Reserve

SOURCE OF FUNDS

Funding arises from:

- a) transfer of surplus from the Risk and Insurance Section’s operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of claims and settlements over the amount budgeted in Risk and Insurance Section;
- b) covering the costs of emergent risks over and above the amounts budgeted.

Q411 POLICE OFFICER ON THE JOB INJURY RESERVE:

PURPOSE

To provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability Insurance. Sworn officers with Halifax Regional Police opted out of the Province’s WCB insurance and provide 100% self-coverage.

If required, the Director of Finance may authorize year-end transfers to the reserve in accordance with this business case.

SOURCE OF FUNDS

Funding arises from:

- a) the Police Services WCB operating account to contribute a minimum of \$25,000 per year;
- b) transfer of year-end surplus funds in Police Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

This reserved replaced Q323 Police Officer on the Job Injury Reserve.

APPLICATION OF FUNDS

Funds are allocated for supplementing the salary or assisting with Sworn Officer expenses incurred as the result of officers injured on the job, as provided by Article 44 of the 2010 HRPAs collective agreement, or future collective agreements.

Q416 OPERATING STABILIZATION RESERVE:

PURPOSE

To establish a funding source to smooth significant fluctuations in operating expenditures related to various aspects of service delivery and stabilize tax rates.

This reserve combined and replaced six reserves: Q308 Operations Stabilization Reserve, Q309 Snow and Ice Control Variable Operating Reserve, Q314 E.M.O. Cost Recovery Reserve, Q316 DNA Cost Reserve, Q322 Police Emergency/Extraordinary Investigation Reserve and Q325 Provincially Funded Police Officers & Facility Lease Reserve.

SOURCE OF FUNDS

- a) annual allocations from Fiscal Services operating budget;
- b) transfer of year-end surplus representing the variance between funds received/used for Provincially funded police officers;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) transfers to operating budget to offset any year-end deficit; and
- b) costs specifically attributable to the provincially funded police officers, such as salaries, benefits, accommodations (facilities) and equipment.

Q421 GENERAL CONTINGENCY RESERVE:

PURPOSE

To receive the annual operating surplus of the Municipality as prescribed by the Provincial Financial Accounting and Reporting Manual, and can be used to fund operating costs, offset deficits, new operating initiatives and/or capital expenditures.

This reserve replaced Q328 Operating Surplus Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) transfer of the year-end operating surplus;
- b) transfers of all or a portion of the year-end Halifax Transit operating surplus;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

- a) Funds are allocated for:
- b) addressing any year-end deficit;
- c) funding of operating costs;
- d) funding of capital projects; and
- e) transfers to Halifax Transit;
 - i. The amount transferred into the Reserve from Halifax Transit at year-end will be the amount transferred to Halifax Transit in the following fiscal year.

OBLIGATION RESERVES

Q506 LANDFILL CLOSURE AND POST CLOSURE COSTS RESERVE:

PURPOSE

To provide funding for the closure and post closure of landfills, as required by the Halifax Regional Municipality Charter Section 120. Currently there are 3 landfill sites: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

SOURCE OF FUNDS

Funding arises from:

- a) transfers from Solid Waste Resources operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and
- f) leachate and gas management.

Q511 MUNICIPAL ELECTION RESERVE:

PURPOSE

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
 - i. Based on the estimated costs of the 2016/17 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$432,000. The annual transfer should be approximately \$432,000.
 - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) conducting special and regular elections pursuant to legislation; and
- b) routine maintenance of election data, systems and election initiatives deemed necessary by the Election office to ensure critical information is current and in place for special and regular elections.

Q521 CONVENTION CENTRE RESERVE:

PURPOSE

To provide funding to reimburse the Province for HRM's share of the Halifax Convention Centre (HCC) costs including the capital costs for its construction (through an annual base rent payment), the operating costs and any operating deficit, as per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

SOURCE OF FUNDS

Funding arises from:

- a) total revenues from all commercial property taxes levied on the Nova Centre property¹, including all municipal and provincial area rates and fire protection charges, and any Deed Transfer Tax associated with the property. Contributions to reserve excludes:
 - i) amounts for area improvement and promotion, Business Improvement Districts, (BID's),
 - ii) amounts collected for stormwater charges under By-law C-900, the Charges for Stormwater from Municipal Streets By law, and,
 - iii) any portion of the commercial general rated property tax revenues levied on the Halifax Convention Centre that are not considered a shareable annual cost under Section 4 of the MOU;
- b) funds for the former World Trade and Convention Centre;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

As per the terms and conditions of the MOU, funds are allocated for:

- a) annual base rent payments to cover HRM's share of the capital costs amortized over the 25-year lease or any extensions to the term of the lease;
- b) HRM's share of annual operating costs of the Halifax Convention Centre; and,
- c) HRM's share of any operating deficit of the Halifax Convention Center.

Q526 CAPITAL FUND RESERVE :

PURPOSE

To provide funding for capital projects as identified in the annual budget process.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) funds received from the sale of property, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and the sale of specific properties identified to be contributions to the Strategic Capital Reserve, Q606;
- b) proceeds of insurance resulting from loss or damage of property that is not used for the replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) funds held in excess of twenty years in the Tax Sale Surplus Trust account as per Section 162(5) of the Halifax Regional Municipality Charter;
- h) one half (1/2) of all user fees from the artificial turf facilities located on the Weir Field in Upper Sackville;
- i) revenue collected from the administration of parking enforcement by HRM on behalf of Waterfront Development Corporation Limited (WDCL);
- j) the operating surplus from MetroPark, other than amounts required by Q541;
- k) revenue from private sector and quasi-private sector parking providers in the urban core which are collaborating on projects related to tracking and communicating parking inventories;
- l) amounts transferred to the fund as approved by Council; and

- m) interest accumulates in accordance with the Corporate Guidelines on Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) capital expenses for which the municipality may borrow;
- b) HRM's share of capital enhancement projects between HRM and WDCL of HRM owned waterfront assets which consist of Nathan Green Park, Chebucto Landing, Sackville Landing, Karlsen Wharf, Lower Water Street and Salter Street, and
- c) capital costs for the Parking Strategy Project – Roadmap, identified in Functional Plan. Funding identified for governance, use of technology for parking payment (such as pay by plate technology) and the management of parking in high-demand neighbourhoods.) Projects from the roadmap should support three broad themes: (1) Strategies that increase the efficiency of the existing parking system; (2) Strategies that reduce parking demand; and (3) Additional supporting parking related strategies; and
- d) capital costs of the "Downtown I'm In – Urban Core Community Engagement" – Applicable initiatives should be "low cost/high impact opportunities to improve the urban core".

Q531 FLEET VEHICLES & EQUIPMENT RESERVE:

PURPOSE

Due to HRM's debt policy stating that debt will not be used for assets with a life expectancy under 10 years, this reserve is to provide funding for replacement of fleet vehicles and equipment with a useful life of less than 10 years.

This Reserve combined and replaced three reserves: Q204 General Fleet Reserve, Q205 Police Vehicle & Equipment Reserve and Q206 Fire Vehicle & Equipment Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) proceeds received through the sale of all surplus vehicles and equipment;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines on Reserves.

APPLICATION OF FUNDS

The Reserve is intended to provide funding for the purchase of vehicles and equipment with a useful life of less than 10 years.

Q536 CENTRAL LIBRARY RECAPITALIZATION RESERVE:

PURPOSE

To provide funding for capital expenditures related to the Central Library recapitalization and replacement and costs to replace building systems.

This reserve replaced Q140 Central Library Recapitalization Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

Q541 BUILDING RECAPITALIZATION AND REPLACEMENT RESERVE :

PURPOSE

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement.

This Reserve combined and replaced four reserves: Q112 5594-96 Morris Street Capital Expenditure Reserve, Q125 MetroPark Parkade Reserve, and Q135 Alderney Gate Recapitalization/Leasehold Improvement Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) annual contribution from MetroPark Cost Centre; (past years minimum was \$222,500 per year);
- b) annual contribution from Alderney Gate Operating Cost Centre; (last year's amount was \$405,200 including inflation);
- c) amounts required by any new agreements, other than Multi-District Facilities;
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds may be used for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures. Reserve is intended for significant capital projects, that are extending the life or performance of the asset and is not for routine maintenance.

Q546 MULTI-DISTRICT FACILITIES RESERVE:

PURPOSE

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

Source of Funds

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights;

annual operating surplus and naming rights of Scotiabank Centre;

- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

Q551 TRANSIT CAPITAL RESERVE:

PURPOSE

To provide funding for the replacement of buses, ferries, transit technology and other transit infrastructure.

This reserve combined and replaced three reserves: Q143 Bus Replacement Reserve, Q129 Ferry Replacement Capital Reserve, and Q144 Metro Transit Technology Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) transfers from the Halifax Transit operating budget;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) bus replacement for Halifax Transit;
- b) mid-life repair of Halifax Transit ferry vessels;
- c) purchase and/or design and construction of new Halifax Transit vessels and other transit infrastructure; and
- d) implementation, replacement, or modification to transit technology.

Funds are not for retrofits, capital improvements, repairs or maintenance to existing bus fleet, vessels or transit infrastructure.

Q556 SOLID WASTE FACILITIES RESERVE:

PURPOSE

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) transfers from Fiscal Services operating budget;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges & C-800, respecting Regional Capital Cost Charges for Solid Waste;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of construction/recapitalization of landfill cells;
- b) funding of construction/recapitalization of solid waste facility plants, transit stations and other Solid Waste infrastructure; and

funding for equipment, including replacement green carts, to operate the waste resources program.

OPPORTUNITY RESERVES

Q606 STRATEGIC CAPITAL RESERVE:

PURPOSE

To provide funding for large capital projects that are strategic in nature.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic” is defined as initiatives which will enable HRM to respond to challenges to our service and infrastructure capability caused by population growth, rapid urban and suburb and development expansion, changing demographics and rapid technological advancements.

Projects should be consistent with long term policies, long term capital planning initiatives outlined in the Strategic Capital Planning and Infrastructure and Arena Consolidation Long Term Arena Strategy reports/presentations of July 2014.

This reserve combined and replaced four reserves: Q310 Service Improvement Reserve; Q330 Strategic Studies Reserve; Q126 Strategic Growth/Potential Strategic Project Reserve and Q146 Planned Strategic Project Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) funds received from the sale of property, specifically St. Pats High - 6070 Quinpool Road; Alderney/Ochterloney Parking lots; Lyle Street property; Bloomfield property; Queen Street lot (remaining from Central Library); Red Cross Site; St. Pats Alexandra; Bayne Street property; Bowles Arena; Lebrun Arena; Gray Arena;
- b) sale of other properties, as designated by Council;
- c) an annual transfer from Fiscal Services operating budget; (previous annual amount was \$5,000,000);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for projects identified in the Strategic Capital Presentation to Council such as Dartmouth Multi Pad, Dartmouth Sportsplex, Cogswell Interchange, \$50M 5Yr Downtown Streetscapes project, and for future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

Q611 PARKLAND DEVELOPMENT RESERVE:

PURPOSE

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

Q616 BUSINESS/INDUSTRIAL PARKS EXPANSION RESERVE:

PURPOSE

To manage funds received from the sale of land in HRM business and industrial parks and to provide funding for the capital investment required to acquire and develop and service land for sale in HRM's business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;

- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for: business and industrial park land acquisition;

- a) reimbursing operating costs to business unit for professional and other outside costs; and
- b) land servicing, development and construction costs necessary to bring the lands to market.

Q621 COMMUNITY AND EVENTS RESERVE:

PURPOSE

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

SOURCE OF FUNDS

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

APPLICATION OF FUNDS

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.

Q626 GAS TAX RESERVE:

Purpose

To manage funds received under the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds.

This reserve replaced Q134 - Gas Tax Reserve.

Source of Funds

Funding arises from:

- a) gas tax funding as per the ten-year Municipal Funding Agreement with the province of Nova Scotia (2014); and,
- b) interest accumulated in accordance with the Municipal Funding Agreement.

APPLICATION OF FUNDS

Funds are allocated to investments in infrastructure for its construction, renewal, or material enhancement (expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset) in the following categories:

- a) public transit;
- b) community energy systems;
- c) water and wastewater;
- d) solid waste management;
- e) local roads and bridges;
- f) culture and tourism;
- g) recreation and amateur sport;
- h) highways;
- i) local and regional airports;
- j) short-line rail;
- k) short-sea shipping;
- l) disaster mitigation;
- m) broadband and connectivity; and
- n) brownfield redevelopment.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.

Q631 DEBT PRINCIPAL AND INTEREST REPAYMENT RESERVE:

Purpose

To provide funding for principal and interest payments related to debentures and the capital and other lease costs for the LED Street Light Conversion Project.

This reserve combined and replaced two reserves: Q327, LED Street Light Conversion Reserve and Q331 Strategic Infrastructure Reserve.

Source of Funds

Funding arises from:

- a) annual transfer from Fiscal Services operating budget equal to the projected annual savings to the Street Lighting Operating budget, currently recorded in R825, resulting from conversion to LED street lights;
- b) annual transfer from Fiscal Services operating budget in the amount that equals a 1 cent Tax Rate increase;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) to fund capital project costs, purchase and installation of lights, principal and interest payments and any capital lease costs related to the LED Street Lighting project; and,
- b) to fund principal and interest costs incurred related to debentures.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2021 based on the 2020/21 Proposed Operating and Capital Budgets.

GLOSSARY

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are disbursed or received (see Cash Basis).
Administrative Order (AO)	A formal policy passed by Regional Council that has the effect of law.
AO	See Administrative Order.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only (Compare Regional Area Rate).
Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Assets	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within HRM.
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Occupancy Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied. This tax is no longer used in Nova Scotia.
Business Plans	A Plan that includes program objectives, outcomes desired, required resources and the performance measures used to determine whether outcomes have been achieved.
Business Units	High-level corporate divisions based on major services.
Capital Asset	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.

Capital Charges	Another name for Local Improvement Charges (LICs).
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development. Sometimes called Development Charges.
Capital Budget	The Council-approved expenditures and defined funding sources for projects supporting significant rehabilitative maintenance, construction, purchase or demolition of municipal infrastructure or equipment. Capital activities are differentiated from routine operational repairs and maintenance and exclude purchase of small equipment and inventory that occur in the regular course of business.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason, it is often referred to as “pay-as-you-go” capital funding.
Capital Reserve Pool (Crespool)	Budget remaining, following completion of a capital project, which was approved to be funded from debt. These funds may be used to provide additional debt funding for capital projects which are over-budget or may be used in future budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis or received	Accounting for expenses and revenues as the funds are disbursed.
CCC	See Capital Cost Contribution.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for non-residential purposes as assessed by the PVSC.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).

Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. Council levies Urban, Suburban and Rural General Tax Rates.
Commercial Multiplier	A factor that was formerly used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole. Council uses a special Budget COW to debate the Budget.
Consumer Price Index (CPI)	An indicator of changes in consumer prices. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers as determined by Statistics Canada.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost-effective ways of providing service within budget.
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, municipal debentures are provided by the Municipal Finance Corporation (MFC), a Crown Corporation of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the arms-length transfer of real property (land and buildings), which is payable at the time of conveyance of the title and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price, the maximum rate allowed under Provincial law.
Deficit	At the end of the fiscal year, the amount by which the municipality's operating expenditures exceeds its operating revenues.
Director	The most senior management position within a Business Unit.

Education Rate	Part of the formula used by the Province of Nova Scotia to determine how much each Municipality pays to the Province for Education. The Education Rate is the rate per \$100 of assessed value which is applied to the previous year's Uniform Assessment to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization (EMO).
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt, reserves and capital using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections.
Fiscal Year	April 1 to March 31.
Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, debt charges, payments to reserves, Capital from Operating, Operating Grants, the surplus or deficit from the prior fiscal year, etc.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardize and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services except for those funded from area-rates.
Generally Accepted Accounting Principles (GAAP)	A set of standardized accounting principles defined by the Canadian Institute of Chartered Accountants.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Total expenditures before deducting revenue.
GST (Goods and Services Tax)	The Federal sales tax.

Halifax Water	Halifax Water is the municipal water, wastewater, and stormwater utility serving the residents of the Halifax region. It is owned by HRM and regulated by the Nova Scotia Utility and Review Board.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
LIC	See Local Improvement Charges.
Local Improvement Charges (LIC)	Council may make by-laws imposing charges on individual properties for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	The 10-year Capital Plan consisting of a 3-year detailed plan which includes all project costs and funding sources, and a 7-year capital outlook. The first year is approved by Regional Council as the Project Budget. The second and third year are approved as a detailed planning tool.
Mandatory Education	Provincial statute requires that each municipality contribute to education. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the previous year's Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
Multi-Year Financial Strategy	A study undertaken for Regional Council that involved modeling the future financial situation of HRM and implementing a strategy in response. It included Principles of Financial Management, a Reserve Policy, Capital Spending Policy, a Capital Debt Policy, and a business planning process.
Municipal Finance Corporation (MFC)	Crown Corporation of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school

	boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net Expenditures	Total expenditures less off-setting revenues.
Non-Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board (NSUARB)	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance for strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial Police Act and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Assessment	The value of real property as determined by the PVSC. PVSC determines both a Residential "Market" value and a Residential "Capped" value (see Property Assessment Cap). Taxes are based on the "Taxable" value which is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Property Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Property Assessment Cap	The percentage that a residential property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous twelve months (October to October). Some properties, such as apartments, are ineligible.
Property Assessment Lift	The total increase in the assessment base from one year to the next; includes Assessment Cap.

Property Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by PVSC. Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the capped value of real property, expressed per \$100 of assessed value.
Property Valuation Services Corporation (PVSC)	Independent, not-for-profit organization that is responsible for assessing all property in Nova Scotia as mandated under the Nova Scotia Assessment Act.
Province	Government of the Province of Nova Scotia.
PVSC	See Property Valuation Services Corporation.
Royal Canadian Mounted Police (RCMP)	Federal policing agency.
RDP-Real Domestic Product	The Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover set costs such as the Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 16 Councilors representing the 16 Districts. Regional council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide the following: <ul style="list-style-type: none"> - Risk Reserve: Funds for unforeseen events involving substantial costs. - Obligations Reserve: Funds for the timely replacement of municipal infrastructure. - Opportunities Reserve: Funds for opportunities that may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity.
Residential General Tax Rates	The general rate of taxation applied to the taxable value of real property used as a residence, expressed per \$100 of assessed value.

Residential Assessment	The Taxable value of real property (land and buildings) used for residential purposes as assessed by the PVSC.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman’s service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against resource assessment.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Rural General Tax Rate	See Base General Tax Rate.
Service Drivers	Factors which increase demand for a service. Examples include population growth, new construction, new trends, etc.
Stakeholder	A person with an interest or concern in the HRM budget.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and represent a major shift in the type and manner that services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM.
Supplementary Education	Funding amounts provided to the Halifax Regional Centre for Education and the province-wide Conceil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Charter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review and approval.
Tax Agreements	Agreements made with corporations and utilities that operate under unique circumstances, which, require special arrangements for how they pay taxes.
Tax Payer	Citizens and businesses of HRM who pay taxes.

Taxable Assessed Value	The “Taxable” Assessed value is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue.
TPW	Transportation and Public Works
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements. Uniform assessment is lagged by one year.

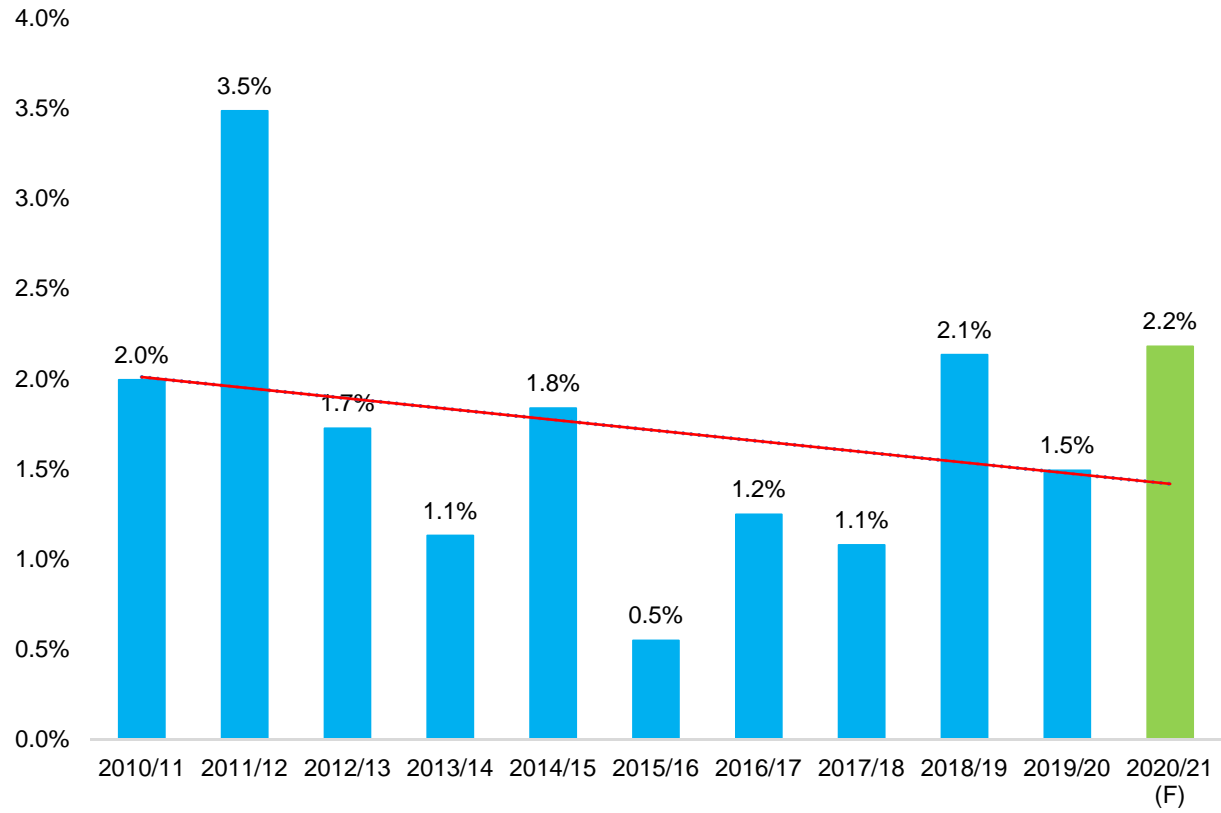
HALIFAX

APPENDIX

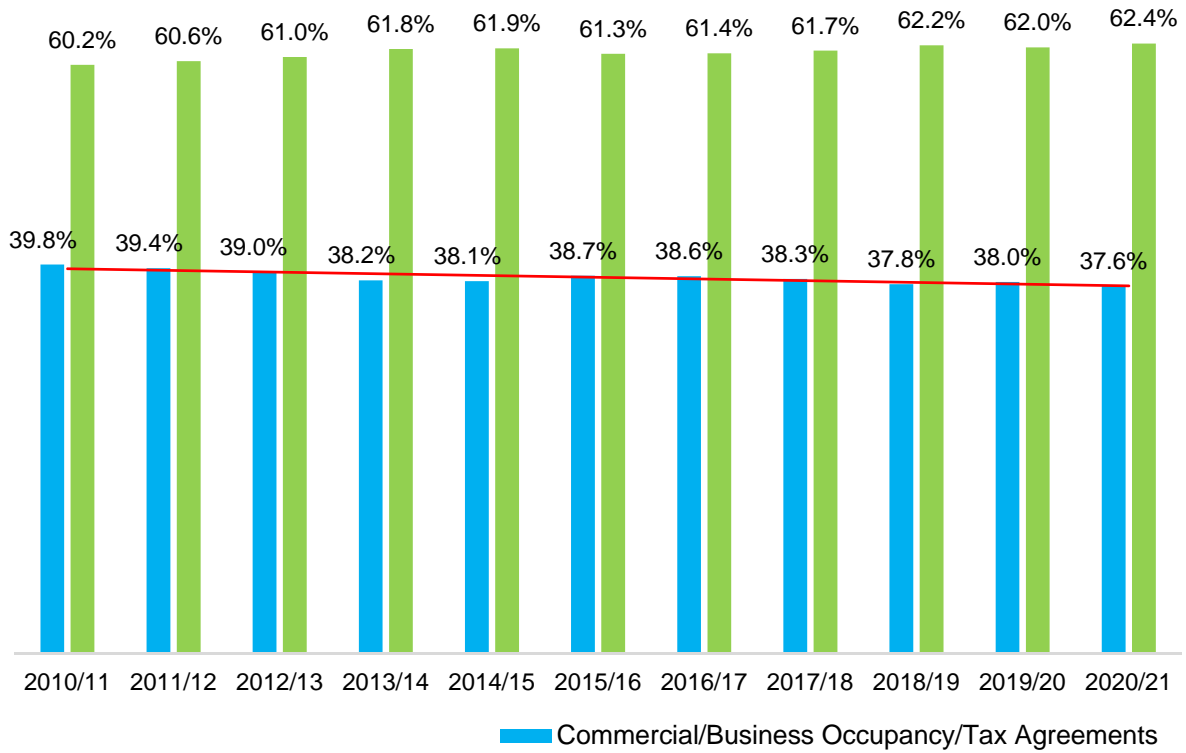
Appendices

Select Economic and Property Tax Trends

Halifax Inflation (Change in CPI)



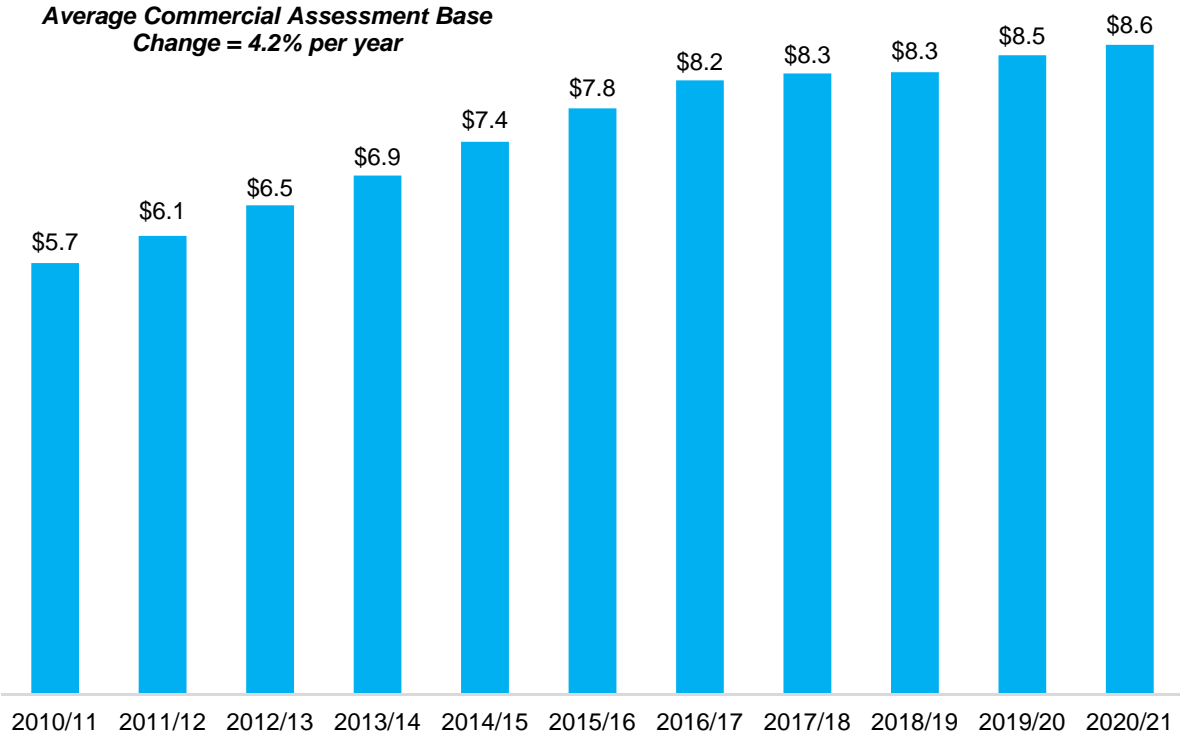
Residential and Commercial Property Tax Revenues, Relative Share



Source: HRM Finance (Budgeted Revenues)

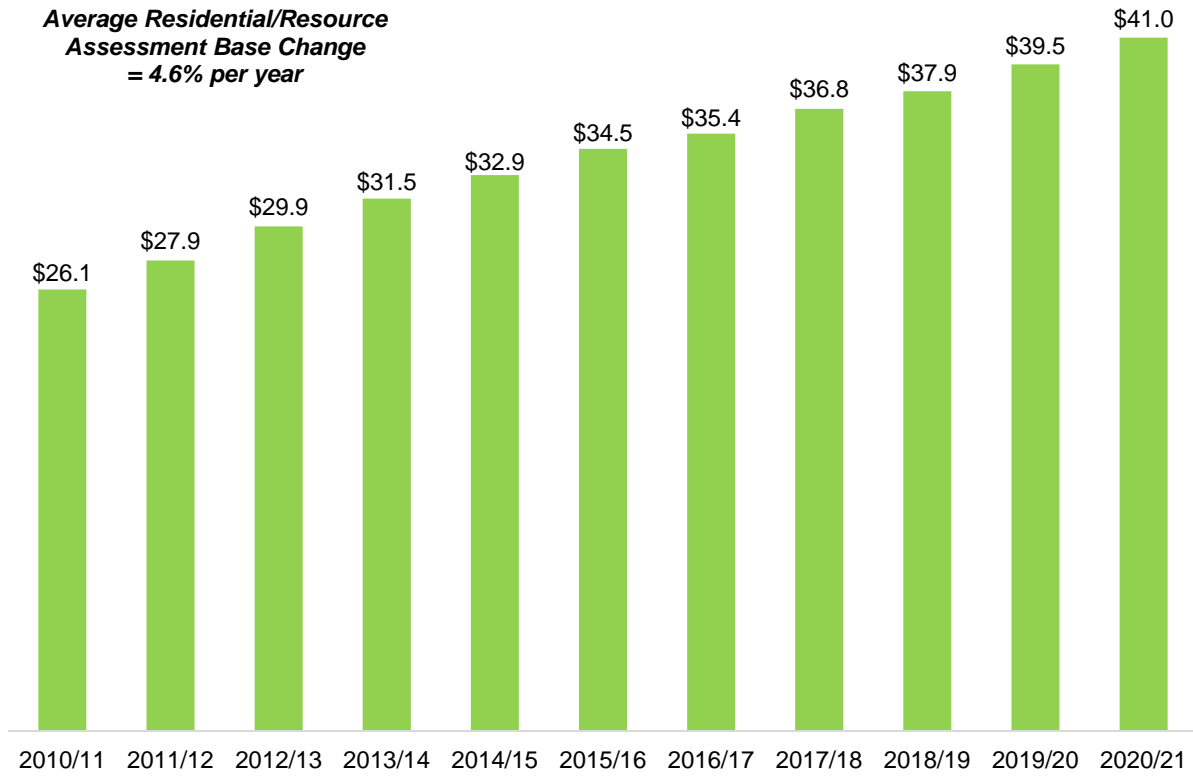
Commercial/Business Occupancy/Tax Agreements
Residential/Resource

Commercial Assessment Growth (Billions)



Sources: PVSC (Annual Assessment Roll), HRM Finance

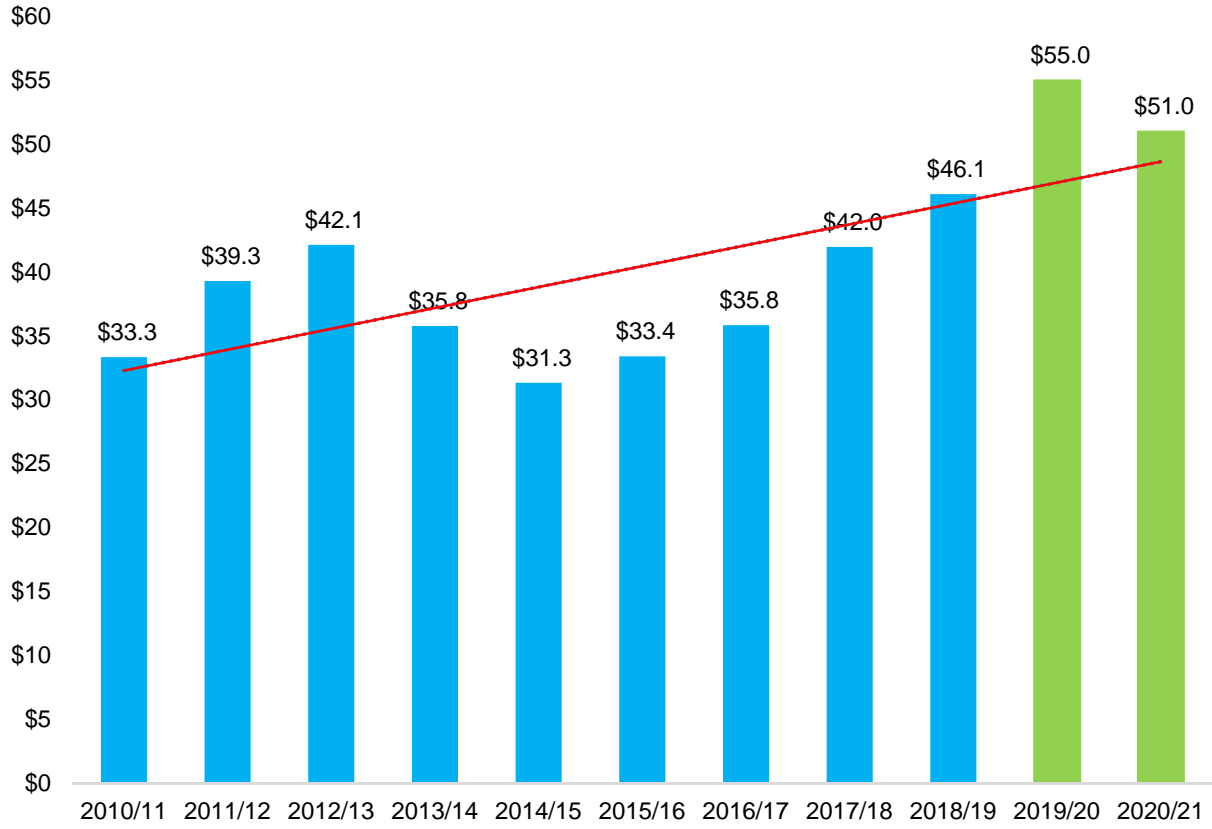
Taxable Residential Assessment Growth (Billions)



Sources: PVSC (Annual Assessment Roll), HRM Finance

Deed Transfer Tax Revenues (Millions)

Actual Revenues (2010/11 to 2018/19), Forecast (2019/20), Budgeted (2020/21)



Source: HRM Finance

TOTAL HALIFAX BUDGET DETAILS

Expenditures	2018/19	2019/20	2019/20	2020/21		Δ %
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	
6001 Salaries - Regular	282,577,304	306,370,400	297,291,017	322,982,750	16,612,350	5.4
6002 Salaries - Overtime	17,423,144	14,196,000	17,524,695	14,688,700	492,700	3.5
6003 Wages - Regular	6,053,476	172,400	132,400	222,400	50,000	29.0
6004 Wages - Overtime	10,452	-	-	-	-	-
6005 PDP & Union Con Incr	-	-	(1,646,412)	-	-	-
6050 Court Time	1,257,693	1,326,000	1,192,200	1,362,500	36,500	2.8
6051 Shift Agreements	279,553	318,700	373,700	348,700	30,000	9.4
6052 Shift Differentials	289,764	417,600	419,100	417,600	-	-
6053 Extra Duty	735,047	612,400	687,400	612,400	-	-
6054 Vacation payout	850,704	-	644,193	-	-	-
6099 Other Allowances	45,222	21,000	34,800	37,200	16,200	77.1
6100 Benefits - Salaries	58,720,155	61,929,300	60,280,140	61,945,350	16,050	0.0
6101 Benefits - Wages	341,901	-	-	100	100	-
6110 Vacancy Management	-	(7,521,900)	(1,023,700)	(8,072,500)	(550,600)	7.3
6120 Comp OCC Budget Yr 1	-	2,718,700	(19,800)	1,165,200	(1,553,500)	(57.1)
6150 Honorariums	2,563,041	3,030,600	3,040,400	3,030,600	-	-
6151 Vehicle Allowance	16,984	-	15,100	-	-	-
6152 Retirement Incentives	4,058,652	5,738,700	4,961,112	5,277,300	(461,400)	(8.0)
6153 Severance	23,035	-	-	-	-	-
6154 Workers' Compensation	6,336,462	5,764,300	6,700,600	7,431,650	1,667,350	28.9
6155 Overtime Meals	50,835	25,800	31,500	25,800	-	-
6156 Clothing Allowance	667,257	665,600	672,600	665,300	(300)	(0.0)
6157 stipends	269,736	326,500	263,600	326,500	-	-
6158 WCB Recov Earnings	(70,412)	(18,300)	(71,800)	(18,300)	-	-
6164 On the Job injuries	244,263	244,400	294,400	244,400	-	-
6190 Compensation OCC trf	-	-	(12,000)	218,000	218,000	-
6194 Sick Bank allowance	1,104,100	-	-	-	-	-
6199 Comp & Ben InterDept	(756,040)	1,505,700	(160,865)	2,598,500	1,092,800	72.6
9200 HR CATS Wage/Ben	(426,310)	5,510,100	5,758,800	5,991,600	481,500	8.7
9210 HR CATS OT Wage/Ben	(148,170)	(80,000)	(535,600)	(87,000)	(7,000)	8.7
9230 HR CATS OT Meals	(420)	-	(1,000)	-	-	-
* Compensation and Benefits	382,517,429	403,274,000	396,846,580	421,414,750	18,140,750	4.5
6201 Telephone/Cable	1,934,480	2,046,700	2,190,508	2,093,000	46,300	2.3
6202 Courier/Postage	917,433	883,200	920,010	1,259,500	376,300	42.6
6203 Office Furn/Equip	565,266	549,400	594,341	617,100	67,700	12.3
6204 Computer S/W & Lic	4,865,413	5,361,800	5,526,683	6,413,400	1,051,600	19.6
6205 Printing & Reprod	1,124,126	1,236,200	1,070,450	1,239,500	3,300	0.3
6206 Microfilms	-	4,800	-	4,800	-	-
6207 Office Supplies	736,015	675,200	696,250	697,950	22,750	3.4
6208 Binding	6,670	13,000	13,000	4,600	(8,400)	(64.6)
6290 Office OCC Transfer	-	6,000	(5,100)	6,000	-	-
6299 Other Office Expenses	206,344	195,700	229,800	235,700	40,000	20.4
* Office	10,355,745	10,972,000	11,235,942	12,571,550	1,599,550	14.6
6301 Professional Fees	852,744	727,300	797,300	787,400	60,100	8.3
6302 Legal Fees	479,172	403,600	879,600	408,200	4,600	1.1
6303 Consulting Fees	2,398,399	2,202,600	2,427,066	1,757,800	(444,800)	(20.2)
6304 Janitorial Services	3,775,296	3,553,400	3,793,400	3,938,800	385,400	10.8
6305 Property Appraisal	57,010	91,100	41,500	91,100	-	-
6306 Property Survey	64,582	49,500	49,500	54,500	5,000	10.1
6308 Snow Removal	2,072,098	2,335,500	2,266,400	2,124,700	(210,800)	(9.0)
6309 Litigation Disburse	11,416	15,300	17,000	14,000	(1,300)	(8.5)
6310 Outside Personnel	1,305,302	1,191,000	1,138,700	1,838,400	647,400	54.4
6311 Security	1,794,648	1,668,100	1,747,350	1,531,000	(137,100)	(8.2)
6312 Refuse Collection	367,031	562,900	407,400	431,500	(131,400)	(23.3)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6314 Prosecution Services	109,383	126,700	115,000	126,300	(400)	(0.3)
6315 Outside Policing	26,229,597	26,458,000	27,743,500	27,733,400	1,275,400	4.8
6316 Real Property Disb	14,493	16,000	16,000	16,000	-	-
6390 Extnl Svcs OCC Trsf	5	-	-	50,000	50,000	-
6399 Contract Services	92,555,586	78,433,400	79,528,819	86,221,100	7,787,700	9.9
* External Services	132,086,761	117,834,400	120,968,535	127,124,200	9,289,800	7.9
6401 Uniforms & Clothing	1,684,776	1,178,000	1,699,826	1,523,000	345,000	29.3
6402 Med & First Aid Supp	34,720	30,200	43,000	29,700	(500)	(1.7)
6403 Patrol Equip Supplies	540,776	403,400	425,400	403,400	-	-
6404 Rec Prog Supplies	446,957	446,850	436,760	471,500	24,650	5.5
6405 Photo Supp & Equip	39,180	23,300	43,050	29,300	6,000	25.8
6406 Bridge Tolls	501,089	528,600	528,300	526,300	(2,300)	(0.4)
6407 Clean/Sani Supplies	444,343	408,000	464,100	395,100	(12,900)	(3.2)
6409 Personal Protect Equ	256,803	256,800	375,150	290,300	33,500	13.0
6490 Supplies OCC Transfer	-	54,000	-	23,800	(30,200)	(55.9)
6499 Other Supplies	265,045	299,900	288,300	303,900	4,000	1.3
* Supplies	4,213,690	3,629,050	4,303,886	3,996,300	367,250	10.1
6501 Asphalt	388,443	343,700	326,700	330,400	(13,300)	(3.9)
6502 Chemicals	193,942	276,500	228,000	261,000	(15,500)	(5.6)
6503 Fertilizer	20,555	32,000	50,100	56,000	24,000	75.0
6504 Hardware	502,329	348,600	300,400	287,900	(60,700)	(17.4)
6505 Lubricants	190,241	203,000	197,700	200,300	(2,700)	(1.3)
6506 Lumber	75,344	90,600	65,900	56,600	(34,000)	(37.5)
6507 Propane	119,333	130,200	142,300	226,200	96,000	73.7
6508 Ready Mix Concrete	107,600	147,100	116,000	146,200	(900)	(0.6)
6509 Reagents	-	-	100	-	-	-
6510 Road Oils	920	6,700	700	6,700	-	-
6511 Salt	1,626,738	1,500,500	1,503,800	1,545,500	45,000	3.0
6512 Sand	49,133	27,700	34,850	30,500	2,800	10.1
6513 Seeds & Plants	83,332	76,500	75,700	973,500	897,000	1,172.5
6514 Sods	6,512	12,700	6,700	12,700	-	-
6515 Stone and Gravel	73,031	127,250	60,300	99,700	(27,550)	(21.7)
6516 Topsoil	80,854	110,100	92,900	82,700	(27,400)	(24.9)
6517 Paint	261,063	244,550	297,150	274,600	30,050	12.3
6518 Metal	33,564	46,600	46,600	46,600	-	-
6519 Welding Supplies	11,883	8,200	10,500	10,200	2,000	24.4
6520 Salt-Sand Mix	-	-	-	-	-	-
6522 Greenhouse Materials	-	-	-	-	-	-
6599 Other Materials	71,079	77,400	68,250	69,300	(8,100)	(10.5)
* Materials	3,895,896	3,809,900	3,624,650	4,716,600	906,700	23.8
6602 Electrical	1,149,721	1,094,300	1,163,700	1,129,400	35,100	3.2
6603 Grnds & Landscaping	247,530	153,000	319,000	1,046,500	893,500	584.0
6604 Bus Gates/Shltr-R&M	21,530	20,000	17,900	35,000	15,000	75.0
6605 Municipal Taxes	864,121	1,232,200	1,233,400	978,200	(254,000)	(20.6)
6606 Heating Fuel	1,123,227	1,051,300	1,014,800	1,015,700	(35,600)	(3.4)
6607 Electricity	8,563,831	8,918,800	8,822,200	9,077,300	158,500	1.8
6608 Water	1,179,916	897,500	897,800	1,206,300	308,800	34.4
6609 Elevator & Escalator	134,740	161,000	216,000	168,000	7,000	4.3
6610 Building - Exterior	1,131,827	700,300	1,252,400	1,031,500	331,200	47.3
6611 Building - Interior	1,371,260	1,020,700	1,324,900	1,013,300	(7,400)	(0.7)
6612 Safety Systems	622,444	506,500	511,700	513,900	7,400	1.5
6613 Overhead Doors	234,727	183,500	264,600	182,500	(1,000)	(0.5)
6614 Envir Assess/Cleanup	181,190	226,500	244,500	226,500	-	-
6615 Vandalism Clean-up	141,636	201,900	149,000	101,900	(100,000)	(49.5)
6616 Natural Gas-Buildings	1,722,675	1,670,900	1,710,900	1,726,100	55,200	3.3
6617 Pest Management	58,369	131,500	58,400	80,500	(51,000)	(38.8)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6690 Building OCC Transfer	54	-	500	-	-	-
6699 Other Building Cost	1,860,618	1,132,700	1,301,600	1,129,800	(2,900)	(0.3)
* Building Costs	20,609,416	19,302,600	20,503,300	20,662,400	1,359,800	7.0
6701 Equipment Purchase	1,942,287	1,692,600	2,154,600	1,877,000	184,400	10.9
6702 Small Tools	258,415	233,100	273,600	255,800	22,700	9.7
6703 Computer Equip/Rent	1,401,214	1,408,100	1,768,925	1,550,700	142,600	10.1
6704 Equipment Rental	138,334	178,700	286,100	217,700	39,000	21.8
6705 Equip - R&M	1,032,281	1,018,100	1,302,782	1,245,800	227,700	22.4
6706 Computer R&M	571,835	551,800	564,200	484,600	(67,200)	(12.2)
6707 Plumbing & Heating	695,787	233,800	838,700	611,700	377,900	161.6
6708 Mechanical Equipment	1,631,349	799,100	1,121,100	824,100	25,000	3.1
6711 Communication System	1,847,366	1,761,600	1,780,400	1,791,400	29,800	1.7
6731 Airtime	253,014	258,700	258,700	258,700	-	-
6732 Mobile Data	84,830	100,000	87,000	100,000	-	-
6790 Equipment OCC Trsf	-	-	(7,700)	-	-	-
* Equipment & Communications	9,856,713	8,235,600	10,428,407	9,217,500	981,900	11.9
6802 Vehicle R&M	10,341,467	11,002,500	12,304,200	11,314,400	311,900	2.8
6803 Vehicle Fuel - Diesel	11,858,908	11,041,700	11,144,800	10,042,600	(999,100)	(9.0)
6804 Vehicle Fuel - Gas	2,025,079	1,476,000	1,528,600	1,311,800	(164,200)	(11.1)
6805 Tires and Tubes	1,661,472	1,534,000	1,810,500	1,652,300	118,300	7.7
6806 Vehicle Rentals	53,300	48,800	70,550	53,300	4,500	9.2
6807 Vehicle Leases	12,849	15,000	5,800	15,000	-	-
6810 Comm Vehicle R&M	2,855,896	2,857,000	3,230,500	2,678,300	(178,700)	(6.3)
6811 Shop Supplies	126,173	128,500	122,600	126,600	(1,900)	(1.5)
6890 Vehicle OCC Transfer	-	929,700	-	161,100	(768,600)	(82.7)
6899 Other Vehicle Expense	87,126	334,300	101,300	440,100	105,800	31.6
* Vehicle Expense	29,022,269	29,367,500	30,318,850	27,795,500	(1,572,000)	(5.4)
6901 Membership Dues	769,391	797,650	829,322	788,434	(9,216)	(1.2)
6902 Conferences/Workshop	196,531	316,300	287,469	323,300	7,000	2.2
6903 Travel - Local	983,380	905,800	875,620	951,900	46,100	5.1
6904 Travel - Out of Town	682,800	770,250	951,080	824,100	53,850	7.0
6905 Training & Education	1,287,952	1,469,600	1,797,887	1,718,200	248,600	16.9
6906 Licenses & Agreements	582,018	672,300	694,800	645,600	(26,700)	(4.0)
6907 Commission Fees	386,249	400,200	400,200	400,000	(200)	(0.1)
6908 Medical Examinations	371,480	312,350	326,250	312,850	500	0.2
6909 Cost of Sales	841,015	713,800	857,100	713,800	-	-
6910 Signage	115,176	163,400	168,262	155,500	(7,900)	(4.8)
6911 Facilities Rental	6,411,509	6,835,200	6,583,150	7,272,200	437,000	6.4
6912 Advertising/Promotio	1,008,386	1,183,000	1,151,200	1,238,100	55,100	4.7
6913 Awards	119,092	135,050	88,373	145,100	10,050	7.4
6914 Recruiting	222,569	187,200	158,100	189,500	2,300	1.2
6915 Research Data Acquis	6,388	133,600	90,100	126,100	(7,500)	(5.6)
6916 Public Education	122,903	247,000	274,700	277,000	30,000	12.1
6917 Books and Periodicals	2,585,316	2,092,600	2,293,850	2,367,700	275,100	13.1
6918 Meals	196,871	140,650	180,350	150,616	9,966	7.1
6919 Special Projects	3,157,732	4,216,550	4,754,479	2,277,700	(1,938,850)	(46.0)
6920 Land Purchase	-	-	-	-	-	-
6928 Committee Expenses	14,701	13,200	11,500	21,600	8,400	63.6
6929 Procurement Card Clg	4,236	200	300	200	-	-
6932 Youth Pr Services	2,762	3,000	2,200	3,000	-	-
6933 Community Events	1,006,249	1,009,300	848,100	1,037,100	27,800	2.8
6936 Staff Relations	33,127	23,800	26,750	28,100	4,300	18.1
6937 Corporate Training	243,710	200,000	200,000	240,000	40,000	20.0
6938 Rewarding Excellence	75,757	125,900	154,440	163,600	37,700	29.9
6940 Fencing	178,817	198,700	155,200	145,800	(52,900)	(26.6)
6941 Playground Equipment	50,009	48,600	27,000	47,400	(1,200)	(2.5)

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
6942 Management Fees	754,002	868,200	731,800	868,200	-	-
6943 Health and Wellness	102,522	125,600	118,250	125,800	200	0.2
6946 Branch Programming	63,697	54,700	54,700	54,700	-	-
6947 Literacy/Heritage Pr	63,680	9,500	9,500	9,500	-	-
6949 Readers Serv Program	75	-	-	-	-	-
6950 Region.Serv.Program	118,139	73,300	273,300	123,300	50,000	68.2
6990 Gds & Svcs OCC Trsf	-	600	(5,500)	600	-	-
6999 Other Goods/Services	<u>2,253,396</u>	<u>5,451,250</u>	<u>6,293,080</u>	<u>6,013,500</u>	<u>562,250</u>	<u>10.3</u>
* Other Goods & Services	25,011,637	29,898,350	31,662,912	29,760,100	(138,250)	(0.5)
7001 Interdept Equip Chg	-	-	300	-	-	-
7005 Interdept EXP	-	-	-	200	200	-
7007 ltnTrsf Paper Recyc	-	-	-	500	500	-
7008 ltnTrsf IT & Commun	-	-	70,923	-	-	-
7009 Internal Trfr Other	(21,699)	111,100	(532,597)	652,100	541,000	486.9
7010 IntTrfr Insur Funds	-	360,000	11,340	300,000	(60,000)	(16.7)
7011 Int Trf Record Check	50	(3,300)	(1,100)	(3,300)	-	-
7012 Int Trf Print/Reprod	35	30,000	41,364	(43,900)	(73,900)	(246.3)
7013 Int Trf Extra Duty	(158,057)	(1,000)	(173,400)	(1,000)	-	-
7015 Int Trf FacilityRent	-	(68,700)	400	(16,800)	51,900	(75.5)
7099 Interdept Chargeback	(1,453)	-	100	-	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
* Interdepartmental	(181,124)	428,100	(582,670)	887,800	459,700	107.4
8010 Other Interest	11,764	30,500	8,000	500	(30,000)	(98.4)
8011 Interest on Debentur	7,741,263	7,104,500	6,969,600	7,066,100	(38,400)	(0.5)
8012 Principal on Debentu	41,382,821	39,343,200	39,430,700	38,089,500	(1,253,700)	(3.2)
8013 Loan Principal Repay	-	2,400	2,400	2,400	-	-
* Debt Service	49,135,847	46,480,600	46,410,700	45,158,500	(1,322,100)	(2.8)
8001 Transf Outside Agenc	190,792,656	191,661,700	192,949,200	199,789,500	8,127,800	4.2
8002 Insurance Claims	1,381,986	1,123,000	1,123,900	1,100,000	(23,000)	(2.0)
8003 Insurance Pol/Prem	2,142,136	2,015,700	2,049,600	2,092,500	76,800	3.8
8004 Grants	5,060,883	7,239,400	7,049,400	5,855,500	(1,383,900)	(19.1)
8005 Tax Exemptions	1,218,471	1,275,000	1,275,000	1,275,000	-	-
8006 Tax Concess Non Prof	4,022,211	4,531,000	4,531,000	4,650,000	119,000	2.6
8007 Tax Concess Commerci	(336,752)	5,355,000	4,116,100	4,396,000	(959,000)	(17.9)
8008 Transf to/fr Reserve	44,038,596	21,909,800	21,343,800	-	(21,909,800)	(100.0)
8009 Fire Protection	7,074,373	7,200,500	7,200,500	9,474,900	2,274,400	31.6
8014 Capital from Operati	13,419,422	37,005,000	37,005,000	45,500,000	8,495,000	23.0
8015 Debenture Discount	245,958	231,800	231,800	222,300	(9,500)	(4.1)
8016 Provision for Allow	3,938,862	2,716,000	1,320,000	2,516,000	(200,000)	(7.4)
8017 Bank Charges	401,929	545,200	445,200	575,200	30,000	5.5
8022 Transf to/fr Trust	(140,703)	(800)	(148,800)	(61,200)	(60,400)	7,550.0
8024 Transf to/fr Capital	1,445,434	-	1,707,500	-	-	-
8026 Property Damage	55,899	73,000	100,000	94,200	21,200	29.0
8030 Tfr Fr Resvs to Oper	-	-	-	(17,101,800)	(17,101,800)	-
8031 Tfr To Resvs Fr Oper	-	-	-	36,336,200	36,336,200	-
8045 Amortization Expense	328,687	-	-	-	-	-
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	-	-
9000 Prior Yr. Sur/Def	(5,633,327)	(5,378,500)	(2,282,500)	(2,646,000)	2,732,500	(50.8)
9001 Current Yr. Sur/Def	<u>5,158,596</u>	<u>1,094,500</u>	<u>696,900</u>	<u>(575,500)</u>	<u>(1,670,000)</u>	<u>(152.6)</u>
* Other Fiscal	278,450,329	282,432,300	284,548,600	297,327,800	14,895,500	5.3
** Total	944,974,608	955,664,400	960,269,693	1,000,633,000	44,968,600	4.7

TOTAL HALIFAX BUDGET DETAILS

Revenues	2018/19 Actual	2019/20 Budget	2019/20 Projections	2020/21 Budget	Δ 19/20 Budget	Δ %
4001 Res. Property Taxes	(249,874,935)	(259,279,000)	(259,279,000)	(269,723,000)	(10,444,000)	4.0
4002 Comm. Property Taxes	(225,251,323)	(234,064,800)	(234,064,800)	(238,058,000)	(3,993,200)	1.7
4005 Resrc Property Taxes	(1,402,059)	(1,383,000)	(1,383,000)	(1,388,000)	(5,000)	0.4
4006 Rec. Non Profit	(19,823)	(17,000)	(21,800)	(17,000)	-	-
4007 Resource Forest Taxes	(41,734)	(42,000)	(41,400)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,952)	(89,000)	(89,000)	(89,000)	-	-
4100 Deed Transfer Taxes	(46,097,297)	(39,000,000)	(55,000,000)	(51,000,000)	(12,000,000)	30.8
4101 Capital Charges	(807,175)	(1,227,400)	(2,830,000)	(7,179,000)	(5,951,600)	484.9
* Tax Revenue	(523,583,298)	(535,102,200)	(552,709,000)	(567,496,000)	(32,393,800)	6.1
4201 Area Rate Residential	(145,681,314)	(149,326,400)	(149,326,400)	(154,967,600)	(5,641,200)	3.8
4202 Area Rate Commercial	(37,567,642)	(37,897,200)	(37,897,200)	(38,920,000)	(1,022,800)	2.7
4204 Area Rate Loc Transi	(27,877,409)	(29,400,500)	(29,442,800)	(30,655,500)	(1,255,000)	4.3
4205 Area Rate Reg Transp	(17,466,879)	(18,233,100)	(18,244,700)	(18,944,900)	(711,800)	3.9
4206 Area Rate Resource	(820,817)	(881,900)	(881,900)	(835,300)	46,600	(5.3)
* Area Rate Revenue	(229,414,061)	(235,739,100)	(235,793,000)	(244,323,300)	(8,584,200)	3.6
4501 Tax Agreement - NSLC	(704,424)	(747,700)	(733,600)	(738,900)	8,800	(1.2)
4502 Tax Agreement - NSPI	(3,923,532)	(3,923,500)	(4,136,700)	(4,326,800)	(403,300)	10.3
4503 Tax Agreement - Bell	(1,935,880)	(1,935,900)	(1,846,300)	(1,789,700)	146,200	(7.6)
4506 Tax Agreement - Mari	(817,861)	(825,900)	(827,900)	(824,200)	1,700	(0.2)
4507 Tax Agreement - Heri	(935,798)	(935,800)	(1,113,600)	(1,392,000)	(456,200)	48.7
4508 Tax Agreement - HIAA	(1,596,094)	(1,658,100)	(1,627,300)	(1,644,500)	13,600	(0.8)
4509 Tax Agrmnt - Irving	(1,204,614)	(1,210,400)	(1,344,900)	(1,521,300)	(310,900)	25.7
4550 Tax Agreement - Other	(276,674)	(254,000)	(254,000)	(292,700)	(38,700)	15.2
* Tax Agreements	(11,394,876)	(11,491,300)	(11,884,300)	(12,530,100)	(1,038,800)	9.0
4601 Grant in Lieu-Fed	(23,912,268)	(26,465,600)	(24,754,000)	(25,628,200)	837,400	(3.2)
4602 Grant in Lieu-Prov.	(8,997,057)	(9,376,500)	(9,271,300)	(9,390,600)	(14,100)	0.2
4603 Grant in Lieu-CPC	(717,778)	(673,100)	(665,900)	(701,000)	(27,900)	4.1
4605 Grant Lieu-Hfx Port	(2,502,778)	(3,096,800)	(1,800,000)	(1,776,400)	1,320,400	(42.6)
4606 Grant in Lieu - CBC	(39,936)	(43,500)	(40,400)	(40,700)	2,800	(6.4)
4607 Grant Lieu -Via Rail	(194,425)	(204,200)	(158,600)	(161,300)	42,900	(21.0)
4608 Grant in Lieu - WCB	(132,197)	(132,000)	(132,000)	(129,600)	2,400	(1.8)
4609 Grant in Lieu- Citad	(1,502,539)	(1,521,900)	(1,528,600)	(1,528,600)	(6,700)	0.4
4610 Grant in Lieu-NRC	(64,801)	(66,600)	(66,600)	(66,600)	-	-
4650 Grant in Lieu - Other	(13,602)	(13,200)	(13,200)	(13,500)	(300)	2.3
* Payments in Lieu of taxes	(38,077,380)	(41,593,400)	(38,430,600)	(39,436,500)	2,156,900	(5.2)
4703 Cond.Grant NS(Other)	(8,794,667)	(8,716,000)	(8,716,000)	(8,716,000)	-	-
4704 Conditnl Grnts Other	(718,754)	-	-	-	-	-
4706 Uncond.Grant NS(oth)	(3,456,192)	(3,730,000)	(3,622,500)	(3,770,000)	(40,000)	1.1
4750 Other Grants	(4,018,845)	(3,206,000)	(3,318,000)	(3,346,000)	(140,000)	4.4
* Transfers from other Gov'ts	(16,988,458)	(15,652,000)	(15,656,500)	(15,832,000)	(180,000)	1.2
4801 Int. Rev. - Tax	(4,797,590)	(5,000,000)	(5,000,000)	(5,000,000)	-	-
4803 Int. Rev. - Cap.Chrg	(330,921)	(135,700)	(370,000)	(307,600)	(171,900)	126.7
4850 Int. Rev. - Other	(97,341)	(70,000)	(70,000)	(85,000)	(15,000)	21.4
4860 Investment Income	(3,621,590)	(3,000,000)	(4,800,000)	(3,000,000)	-	-
* Interest Revenue	(8,847,443)	(8,205,700)	(10,240,000)	(8,392,600)	(186,900)	2.3
4901 Parking Meters	(2,482,991)	(2,400,000)	(2,400,000)	(3,000,000)	(600,000)	25.0
4902 Fines Fees	(3,172,826)	(6,125,500)	(4,555,500)	(6,296,700)	(171,200)	2.8
4903 Building Permits	(5,217,161)	(4,128,500)	(4,600,000)	(4,318,400)	(189,900)	4.6
4904 Plumbing Permits	(149,997)	(115,000)	(150,000)	(119,000)	(4,000)	3.5
4905 St. Opening Permits	(244,555)	(308,300)	(235,000)	(308,300)	-	-
4906 Subdivision Applic.	(66,250)	(459,900)	(116,500)	(459,900)	-	-
4907 Taxi Licenses	(122,947)	(152,000)	(152,000)	(158,000)	(6,000)	3.9

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
4908 Animal Licenses	(221,283)	(100,000)	(150,000)	(200,000)	(100,000)	100.0
4909 False Alarm Recovery	(735,058)	(750,000)	(765,000)	(735,000)	15,000	(2.0)
4911 Zoning Fees	(87,200)	(88,000)	(127,500)	(88,000)	-	-
4912 Signs & Encroachments	(952,417)	(912,000)	(695,000)	(799,600)	112,400	(12.3)
4914 Grade Alterations	(54,075)	(20,000)	(160,000)	(565,000)	(545,000)	2,725.0
4915 Minor Variance	(20,110)	(26,000)	(38,000)	(26,000)	-	-
4916 Vending Licenses	(28,087)	(25,000)	(25,000)	(40,000)	(15,000)	60.0
4920 Development Permits	(265,775)	(280,000)	(459,800)	(630,000)	(350,000)	125.0
4950 Other Lic. & Permits	(158,800)	(87,500)	(172,500)	(86,500)	1,000	(1.1)
4951 By-Law F300 Revenue	(1,957,694)	(1,960,000)	(1,960,000)	(1,960,000)	-	-
5101 Parking Rentals	(3,139,741)	(2,999,000)	(3,388,000)	(3,551,800)	(552,800)	18.4
5102 Facilities Rentals	(3,455,975)	(2,808,700)	(2,462,900)	(2,216,100)	592,600	(21.1)
5107 Rental Ball Fields	-	-	(260,000)	(221,500)	(221,500)	-
5108 Rental Sportsfields	-	-	(165,500)	(164,800)	(164,800)	-
5109 Rental Parks	-	-	(20,000)	(28,000)	(28,000)	-
5110 Rental Sports Courts	-	-	(11,300)	(11,000)	(11,000)	-
5111 RTAL Weather Fields	-	-	-	(360,600)	(360,600)	-
5150 Other Rental Revenue	(50,749)	(43,600)	(4,200)	(4,000)	39,600	(90.8)
5151 Lease Revenue	(1,339,476)	(1,448,000)	(1,483,000)	(1,475,900)	(27,900)	1.9
5201 Fare Revenue	(33,678,897)	(35,192,000)	(36,624,800)	(36,083,000)	(891,000)	2.5
5204 Administration Fees	(40,178)	(33,800)	(9,100)	(9,600)	24,200	(71.6)
5205 Tax Certificates	(214,275)	(220,000)	(220,000)	(500,000)	(280,000)	127.3
5206 Stipends	(44,991)	(44,000)	(44,000)	(46,000)	(2,000)	4.5
5209 Comm. Events Rev.	(211,319)	(399,200)	(242,600)	(352,000)	47,200	(11.8)
5210 Sport & Fitness Rev.	(746,155)	(660,800)	(795,600)	(768,400)	(107,600)	16.3
5212 Leisure Skills Rev.	(276,488)	(296,600)	(278,800)	(321,500)	(24,900)	8.4
5213 Play. & Camp Rev.	(883,585)	(731,900)	(954,900)	(759,100)	(27,200)	3.7
5215 Aquat.Rev.-Instuct.	(911,062)	(891,500)	(999,400)	(1,011,500)	(120,000)	13.5
5216 Aquat.Rev.-Recreat.	(176,807)	(190,700)	(173,300)	(192,700)	(2,000)	1.0
5217 Inclusion Svcs. Rev.	(944)	-	-	-	-	-
5218 Hockey Revenue	(300)	(30,000)	(500)	(2,000)	28,000	(93.3)
5219 Ice Rentals	(4,599,168)	(4,926,400)	(4,461,200)	(4,461,200)	465,200	(9.4)
5220 Public Skates	(2,780)	(18,000)	(800)	-	18,000	(100.0)
5225 Tipping Fees-Waste R	(1,457,547)	(1,415,000)	(1,445,000)	(1,505,000)	(90,000)	6.4
5227 Photocopier Revenue	(115,727)	(97,200)	(117,200)	(122,400)	(25,200)	25.9
5228 Membership Revenue	(606,731)	(794,300)	(660,800)	(710,000)	84,300	(10.6)
5229 Tax Sale Admin Fees	(73,485)	(145,000)	(100,000)	(100,000)	45,000	(31.0)
5239 Cultural Programs	(211,716)	(192,400)	(243,400)	(220,200)	(27,800)	14.4
5250 Sales of Svcs-Other	(1,105,806)	(1,455,600)	(1,157,800)	(1,446,800)	8,800	(0.6)
5253 Subdiv Insp Fees	(3,764)	(10,000)	(10,000)	(10,000)	-	-
5255 Engineering Fees	(5,331)	-	-	-	-	-
5256 SOT Revenue	(2,609,957)	(2,405,000)	(2,635,000)	(2,605,000)	(200,000)	8.3
5402 Sale of Bottles	(32,872)	(60,000)	(35,000)	(60,000)	-	-
5403 Sale-Other Recycle	(1,398,974)	(1,350,000)	(665,000)	(1,110,000)	240,000	(17.8)
5404 Canteen Revenue	(240,563)	(11,500)	(183,200)	(80,000)	(68,500)	595.7
5450 Other Sales Revenue	(27,717)	(174,900)	(26,500)	(389,600)	(214,700)	122.8
* Fee Revenues	(73,600,308)	(76,982,800)	(76,640,600)	(80,690,100)	(3,707,300)	4.8
5501 Fundraising	-	(5,400)	-	-	5,400	(100.0)
5502 HRWC Dividend	(4,999,488)	(5,146,900)	(5,078,400)	(5,321,900)	(175,000)	3.4
5503 Advertising Revenue	(984,954)	(949,600)	(1,142,100)	(1,116,000)	(166,400)	17.5
5504 StormWater ROW Levies	(3,718,562)	(3,835,000)	(3,835,000)	(3,835,000)	-	-
5508 Recov External Parti	(31,397,514)	(18,640,300)	(22,445,845)	(19,391,000)	(750,700)	4.0
5509 NSF Chq Fee	(22,110)	(26,500)	(22,200)	(17,000)	9,500	(35.8)
5520 Donations	(473,028)	(15,000)	(15,000)	(15,600)	(600)	4.0

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
5521 CUPE Admin Fee	-	(80,000)	(80,000)	-	80,000	(100.0)
5600 Miscellaneous Revenue	(2,381,741)	(2,199,200)	(2,515,900)	(2,235,900)	(36,700)	1.7
* Other Revenue	(43,977,397)	(30,897,900)	(35,134,445)	(31,932,400)	(1,034,500)	3.3
** Total	(945,883,220)	(955,664,400)	(976,488,445)	(1,000,633,000)	(44,968,600)	4.7
Net total	(908,613)	-	(16,218,752)	(0)	(0)	-



HALIFAX